



**TERMS OF REFERENCE**  
**TIMOR-LESTE: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2015– 2019)**

**TABLE OF CONTENTS**

<b>1. Background .....</b>	<b>2</b>
1.1. Introduction.....	2
1.2. Country Context.....	2
<b>2. Reasons for the Evaluation .....</b>	<b>9</b>
2.1. Rationale .....	9
2.2. Objectives .....	9
2.3. Stakeholders and Users of the Evaluation .....	9
<b>3. Subject of the Evaluation .....</b>	<b>10</b>
3.1. WFP's Portfolio in Timor Leste .....	10
3.2. Scope of the Evaluation .....	14
<b>4. Evaluation Questions, Approach and Methodology.....</b>	<b>14</b>
4.1. Evaluation Questions .....	14
4.2. Evaluability Assessment.....	15
4.3 Methodology .....	17
4.4. Quality Assurance .....	19
<b>5. Organization of the Evaluation .....</b>	<b>20</b>
5.1. Phases and Deliverables.....	20
5.2. Evaluation Team Composition .....	20
5.3. Roles and Responsibilities .....	21
5.4. Communication.....	22
<b>Annexes .....</b>	<b>23</b>
<b>Annex 1:</b> Map of Timor Leste.....	23
<b>Annex 2:</b> Country Fact Sheet.....	24
<b>Annex 3:</b> Detailed Evaluation Timeline.....	25
<b>Annex 4:</b> Stakeholder Analysis Matrix .....	27
<b>Annex 5:</b> Evaluation Communication and Learning Plan .....	31
<b>Annex 6:</b> Timor Leste Portfolio Overview 2015-2019.....	33
<b>Annex 7:</b> WFP Timor Leste Resourcing Situation and Donors .....	36
<b>Annex 8:</b> Template for Evaluation Matrix .....	37
<b>Annex 9:</b> Timor Leste Country Strategic Plan .....	38
<b>Annex 10:</b> Evaluability Assessment of Country Strategic Plan (CSP) Outcome Indicators ...	64
<b>Annex 11:</b> E-Library .....	85
<b>Acronyms .....</b>	<b>91</b>

## 1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation approach and methodology; section 5 indicates how the evaluation will be organized. The annexes provide additional information.

### 1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and WFP Evaluation Policy.

### 1.2. Country Context

#### Socio-Economic Context

3. Timor-Leste is one of the world's youngest countries, having restored full independence in 2002 following more than four centuries of colonial rule by Portugal and a quarter century of occupation by Indonesia. With a population of 1.2 million people, Timor-Leste occupies the eastern half of the island of Timor in the Timor Sea, which connects with the Pacific Ocean to the East, Indian Ocean to the West, and South China Sea to the North via the Java Sea, and includes two additional small islands (Atauro and Jaco) and Oecusse, a small coastal enclave in the western half of the Timor island.

4. The terrain of the country is mountainous, and it has a tropical climate with distinct wet and dry seasons. Timor Leste measures 14,874 square kilometers and has a coastline of 706 kilometers. One quarter of the country is classed as agricultural land and only 2.5 percent is urban land. Forest coverage is 47 percent, and this has fallen by more than 10 percent in the last 15 years. Population density is relatively low, although rapidly increasing. Most Timorese live in the western portion of the country, which includes Dili.<sup>1</sup>

5. Timor-Leste is an oil producing country but whilst progress in poverty reduction has been made since 2007, two in five people still live below the poverty line. Its economic performance has been fragile, characterized by slow-moving investment of aid funds and oil revenues. The country is benefitting from the commercial exploitation of its petroleum and natural gas reserves in the waters southeast of Timor. In June 2005, the National Parliament of Timor-Leste unanimously approved the creation of the Petroleum Fund (PF) aimed at effectively managing and investing oil revenue in the country's development after exploitation of these resources. The Petroleum Fund led to a massive scale up of public expenditure, particularly on infrastructure projects and cash transfers and reversed weak economic performance<sup>2</sup> in 2007.<sup>3</sup> However, the perceived wealth

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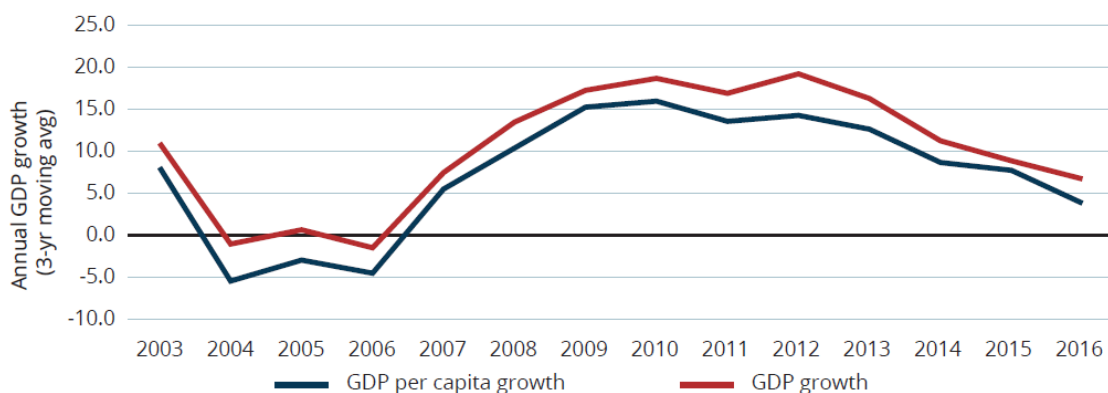
<sup>1</sup> World Bank 2018, Timor Leste Systematic Country Diagnostics- Pathways for a New Economy and Sustainable Livelihoods, page 3.

<sup>2</sup> Over the years 2000-2007, average annual real GDP growth was 2.4 percent per year but from 2007-2016, GDP growth performance changed markedly and average growth per year was 6.5 percent and real GDP per capita rose by 4 percent per year on average.

<sup>3</sup> World Bank 2018, Timor-Leste Systematic Country Diagnostics- Pathways for a New Economy and Sustainable Livelihoods, page 6.

coming from the PF may be misleading, as oil reserves are forecast to deplete by 2021 and, according to the law, the government is only allowed to withdraw an Estimate Sustainable Income (ESI), which would ensure that the core funds of the PF would not be spent.

**Figure 1. GDP Growth Rates 2003-2016**



Source: World Bank 2018: Timor Leste Systematic Country Diagnostic.

6. Forty-two percent of the population in Timor-Leste currently lives below the national poverty line (declined from 50.4% in 2007). Unemployment is high, employment opportunities in the formal sector are generally limited, and job creation by the private sector falls far short of demand. Most of the population have no consistent earnings, and many are subsistence farmers. Access to health services poses a major concern as 70% of the population lives in rural areas in small, dispersed villages isolated by mountainous terrain and poor road conditions. Rural communities rely heavily on agriculture and natural resources for their livelihoods. At the same time, they have limited capacity to adapt to climate change and other environmental challenges. In Timor-Leste, forest and soil degradation is a major problem.<sup>4</sup>

7. Timor-Leste is the youngest nation in the Asia-Pacific Region with a population characterized as one of the most youthful in the world. Many youth lack access to quality education, even after completing high school and university, because they lack quality non-formal education. Many Timorese youth have very few of the skills and knowledge required to find jobs. Timor-Leste has very low employment rates, with only 31 percent of the working age population engaged in work and only 21 percent of 15 to 24-year-olds currently working.<sup>5</sup>

8. Timor-Leste conducted parliamentary elections for two consecutive years in 2017 and 2018, leading to a change of governments each time. A political deadlock followed the mid-2017 parliamentary elections and continued to affect economic activity in 2018. Specifically, the 2018 state budget was only approved in September and as a result the Government used a duodecimal/twelfth state budget.<sup>6</sup> The political and economic uncertainty caused by the delayed appointment of nine cabinet members including ministers of health and finance under the Eighth Government slowed down public expenditure and economic growth. As a result GDP is estimated to have contracted by 0.7 percent in 2018.<sup>7</sup>

<sup>4</sup> World Bank 2018: Timor Leste Systematic Country Diagnostic – Pathways for a new Economy and Sustainable Livelihoods.

<sup>5</sup> UNDP 2018: Timor-Leste National Human Development Report 2018.

<sup>6</sup> In the absence of a state budget, the law allows monthly appropriation of 1/12<sup>th</sup> of the previous budget.

<sup>7</sup> World Bank Group 2019: Timor-Leste Economic Report: Moving Beyond Uncertainty.

## National Policies and the SDGs

9. At the time of independence in 2002, Timor Leste developed a national vision called Timor-Leste 2020, 'Our Nation Our Future'. Today, this vision continues to be guided by the Timor-Leste Strategic Development Plan 2011-2030 (SDP). The SDP is an integrated package of policies aligned with the Millennium Development Goals (MDGs), designed to be delivered in three phases: short term (1-5 years), medium term (5-10 years) and long term (10-20 years). The SDP covers three key areas: social capital, infrastructure development and economic development. Underlying these are strategies for creating an effective institutional framework and a strong macroeconomic foundation.<sup>8</sup>

10. The Post-2015 consultation process to define a successor framework to the MDGs began not long after Timor-Leste initiated implementation of the SDP in 2012-2013. Timor-Leste played an active role in this process, notably by working with the g7+ group of countries to successfully advocate for a goal on peace, stability and effective institutions (resulting in SDG Goal 16) and offering detailed wording for targets that were of particular relevance for developing countries.<sup>9</sup>

**Figure 2: Timor-Leste Sustainable Development Plan 2011-2030**



Source: Government of Timor-Leste 2017: Timor-Leste's Roadmap for the Implementation of the 2030 Agenda and the SDGs.

11. The Government of Timor-Leste adopted the 2030 Agenda and Sustainable Development Goals through Government resolution No. 34 on 23 September 2015, two days before they were formally adopted by the United Nations at the General Assembly.

12. A roadmap for the Implementation of the 2030 Agenda and the SDGs was produced in 2017 outlining how the country's national plan aligns with the SDGs. It found a strong convergence of SDG targets and indicators with the SDP.

13. Recently, Timor Leste has completed its first Voluntary National Review (2019). The review focuses on the SDGs aligned with phase 1 of the nation's development plan; the development of human resources, infrastructure and institutions.<sup>10</sup>

<sup>8</sup> Government of Timor-Leste (2017), Roadmap for the Implementation of the 2030 Agenda and the SDGs.

<sup>9</sup> Ibid.

<sup>10</sup> Government of Timor-Leste (2019), Report on the Implementation of the Sustainable Development Goals: From ashes to reconciliation, reconstruction and sustainable development, Voluntary National Review of Timor-Leste 2019, Dili: Timor Leste.

## Agriculture and Nutrition Security

14. Agriculture remains an important economic sector, despite its declining weight. The agriculture sector contributed to 16 percent of non-oil output in 2017, a decrease from the 29 percent recorded in 2008. Agriculture output (value added) is largely determined by crop outputs, with highly volatile volumes that are particularly sensitive to weather conditions – including droughts, floods, El Niño/La Niña cycles – and influenced by public investments. Forestry and fisheries contribute marginally to agriculture value added, while livestock has been progressively increasing its share– from an estimated 12 to 17 percent.<sup>11</sup>

15. Smallholder farmers manage multiple crops on very small land holdings. Cropping systems are diverse and extensive, with 50 percent of households growing maize, cassava, sweet potato, vegetables, legumes and coconut trees. Rice production is concentrated in a limited number of areas that are suitable and provides for 25 percent of staple food production. Farm fields are small due to the difficult terrain, as rocky soil or mountains surround patches of arable land.

16. Yields of nutritious crops such as fruits, vegetables, beans and other pulses that provide for essential dietary quality are low, as are the yields of roots and tubers, which are important for the rural poor as they supply food reserves during the lean season.<sup>12</sup>

17. Among the most prevalent issues in Timor-Leste is the issue of food insecurity. In the 2018 Global Hunger Index, Timor-Leste ranks 110<sup>th</sup> out of 119 qualifying countries. The country suffers from a level of hunger that is serious bordering on alarming.<sup>13</sup> Malnutrition, food insecurity and poverty are intricately and multi-directionally linked: each contributes to the presence and permanence of others.<sup>14</sup> A recent IPC analysis report showed that only 25 percent of the population are considered food secure (IPC level1).<sup>15</sup> One third of the population, 36 percent, suffers chronic food insecurity, including 21 percent who experience moderate chronic food insecurity (IPC level 3) and 15 percent that experience severe food insecurity (IPC level 4). On average, households in Timor-Leste spend almost 70 percent of their income on food with poorer families spending even a larger component of their income on food.

18. Timor-Leste has one of the highest rates of child stunting – chronic child malnutrition – in the world. The country faces the most serious stunting prevalence among children aged under 5 years old, while wasting and underweight are also at high levels. According to the Demographic Health Survey (2016) the percentage of children under 5 years old suffering from stunting has started to decrease from 58 percent in 2009/2010 to 46 percent in 2016. The drivers of malnutrition in Timor-Leste are many, especially those that affect maternal and child nutrition. Immediate causes of malnutrition include nutrient intake and disease, especially as they relate to breastfeeding, complementary feeding, maternal nutrition, infectious disease, and aflatoxin, exposure. Underlying causes include care for women and children, which encompasses women's education; women's social status and employment; and stress, violence, and mental health.<sup>16</sup>

19. Timor-Leste was the first country in the region to sign up for a Zero Hunger National Action Plan. The Zero Hunger National Action is a comprehensive multi-sectoral plan targeting equitable

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11 World Bank 2018: Timor Leste Systematic Country Diagnostic – Pathways for a new Economy and Sustainable Livelihoods.

12 World Bank 2018: Timor Leste Systematic Country Diagnostic – Pathways for a new Economy and Sustainable Livelihoods.

13 <https://www.globalhungerindex.org/timor-leste.html>

14 Government of Timor-Leste (2019), Report on the Implementation of the Sustainable Development Goals: From ashes to reconciliation, reconstruction and sustainable development, Voluntary National Review of Timor-Leste 2019, Dili: Timor-Leste, page 48.

15 IPC 2019: The first IPC analysis Report on the Chronic Food Insecurity Situation in Timor-Leste.

16 CEPAD/John Hopkins University 2017; Timor-Leste Strategic Review; Progress and success in achieving the Sustainable Development Goal 2.

access to food year-round for everyone and reducing stunting to zero by 2025. This document together with the 2017 National Food and Nutrition Security Policy provides the key frameworks for addressing stunting. Strengthening the role of the cross-ministerial governance mechanism, KONSSANTIL, has been an important feature of the national response to food security and malnutrition.

### Human Development

20. Timor-Leste ranks 132 out of 189 countries on the Human Development Index (2018), placing Timor-Leste within the medium human development category.<sup>17</sup> More than 40 percent of the population are estimated to lack the minimum resources needed to satisfy basic needs in Timor-Leste, based on the latest Survey of Living Standards (2014/15), and 30 percent of the population still live below the \$1.90 a day international poverty line.<sup>18</sup>

21. In terms of geographical distribution poverty-reduction progress has been uneven across the country. Poverty is a highly rural phenomenon, with 80 percent of the poor living in rural areas. Poverty incidence maternal remains highest in the Western region, and particularly its rural areas.<sup>19</sup>

22. The Timor-Leste Demographic and Health Survey (TLDHS) 2016, indicated the total fertility rate to be 4.2 children, a decline from 5.7 in 2009-10. Rural women have on average about one child more than urban women 4.6 as compared to 3.5 births, and they are more than twice as likely as urban women to have begun childbearing early. The maternal mortality ratio is estimated to be 195 deaths per 100,000 live births. From 2009/2010 to 2016, a stark decline in pregnancy-related mortality was observed (557 deaths per. 1000 live births to 218 deaths per 100,000 live births).<sup>20</sup>

### Gender

23. Timor-Leste ranks 124/149 (2018) in the global gender gap index<sup>21</sup>. Timor-Leste is a patriarchal society in which social norms and cultural values influence gender roles. Men are expected to be responsible for decision making in the household and are the major income earners in the formal economy.

24. Gender equality is relatively well reflected in law and political representation of women at the national level is good. Basic legislation to enshrine non-discrimination based on gender is in place in Timor-Leste, with the Constitution explicitly highlighting gender in prohibiting discrimination and Timor-Leste has ratified the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). Labor laws mandate non-discrimination based on gender in hiring and there exists legislation criminalizing domestic violence<sup>12</sup>. Life expectancy at birth for women in 2015 is 70.36 years, 3.57 years higher than for men – about the same differential as for LMIC countries on average and the life expectancy for women in Timor-Leste has been growing faster than for men in recent years. Laws mandating a minimum level of female candidates has helped to ensure relatively high levels of representation in the national parliament – 38.5 percent of seats have been held by women since 2012, up from 29 percent previously, and double the average in LMICs. Women do not enjoy similar representation at the lower levels of government, with 4.7 percent of Chefi Suco (equivalent to village head) women, although here too

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17 <http://hdr.undp.org/en/countries/profiles/TLS> (consulted 26/6/2019)

18 World Bank 2018: Timor Leste Systematic Country Diagnostic – Pathways for a new Economy and Sustainable Livelihoods page x

19 World Bank 2018: Timor Leste Systematic Country Diagnostic – Pathways for a new Economy and Sustainable Livelihoods page x.

20 General Directorate of Statistics, Ministry of Planning and Finance and Ministry of Health 2018; Demographic Health Survey 2016.

21 <http://reports.weforum.org/global-gender-gap-report-2018/data-explorer/#economy=TLS>

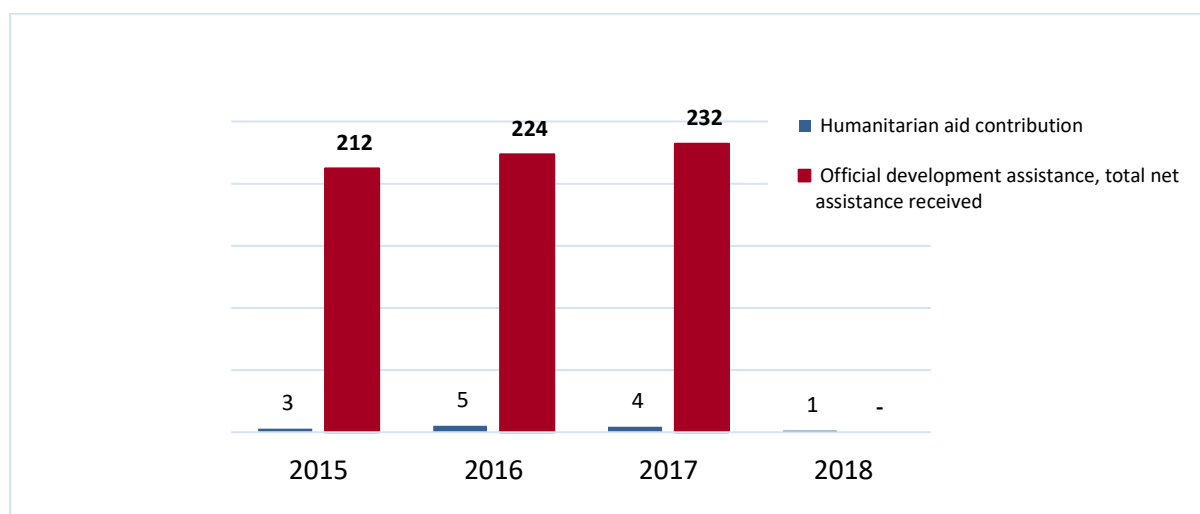
representation has been steadily increasing from 1.6 percent in 2004, aided by progressive legislation requiring at least one woman to stand for election in every Suco.<sup>22</sup>

But despite the law, in practice women face serious problems of gender violence and lack of access to economic resources. A recent comprehensive survey<sup>23</sup> showed that 47 percent of every partnered women aged 15-49 had experienced physical and/or sexual violence in the last 12 months; a higher level than previously thought existed in Timor-Leste and double the average prevalence of violence against women of this age group in LMICs. The Nabilan Baseline study found that violence was linked to food insecurity in that men who reported food insecurity state significantly higher rates of perpetrating violence (physical, sexual, and/or economic) against their partners.<sup>24</sup>In addition to domestic violence Timor-Leste faces a number of other urgent gender concerns. Maternal mortality remains high, and significant gender gaps continue in labour market and local governance participation.

### International Development Assistance

25. According to OECD DAC data, Timor-Leste received a yearly average US\$ 222.6 million net Official Development Assistance (ODA)<sup>25</sup> between 2015-2017.<sup>26</sup> The proportion of net ODA per Gross National Income was 8.9 percent in 2017.<sup>27</sup> The average humanitarian aid between 2015-2019 was US \$ 3,112 million.<sup>28</sup> The average main ODA funding sources between 2016-2017 were Australia, Japan, EU, US and Portugal followed by the Asian Development Bank, World Bank, Korea, New Zealand and Germany.

**Figure 3. International Assistance to Timor-Leste in 2015-2018**



No ODA data available for 2018

22 World Bank 2018, Timor-Leste – Systemic Country Diagnostic - Pathways for a New Economy and Sustainable Livelihoods, page 35.

23 The Asia Foundation 2016, Understanding Violence against Women and Children in Timor-Leste; Findings from the Nabilan Baseline Survey.

24 UNWomen/UNFPA 2015: Gender & Sustainable Development in Timor Leste – Key to leaving no one behind

25 As reported on the OECD/DAC website (see link).

26 National data (aid portal) which includes more recent data from 2018 shows that Timor Leste has experienced an approximate 12 percent downward trend in ODA per year since 2015. By 2017 ODA declined to 176.6 million in development assistance. This trend is expected to intensify in future, with planned development partner commitments falling possibly to \$52m by 2021 (Government of Timor-Leste (2019), Report on the Implementation of the Sustainable Development Goals: From ashes to reconciliation, reconstruction and sustainable development, Voluntary National Review of Timor-Leste 2019, Dili: Timor-Leste)

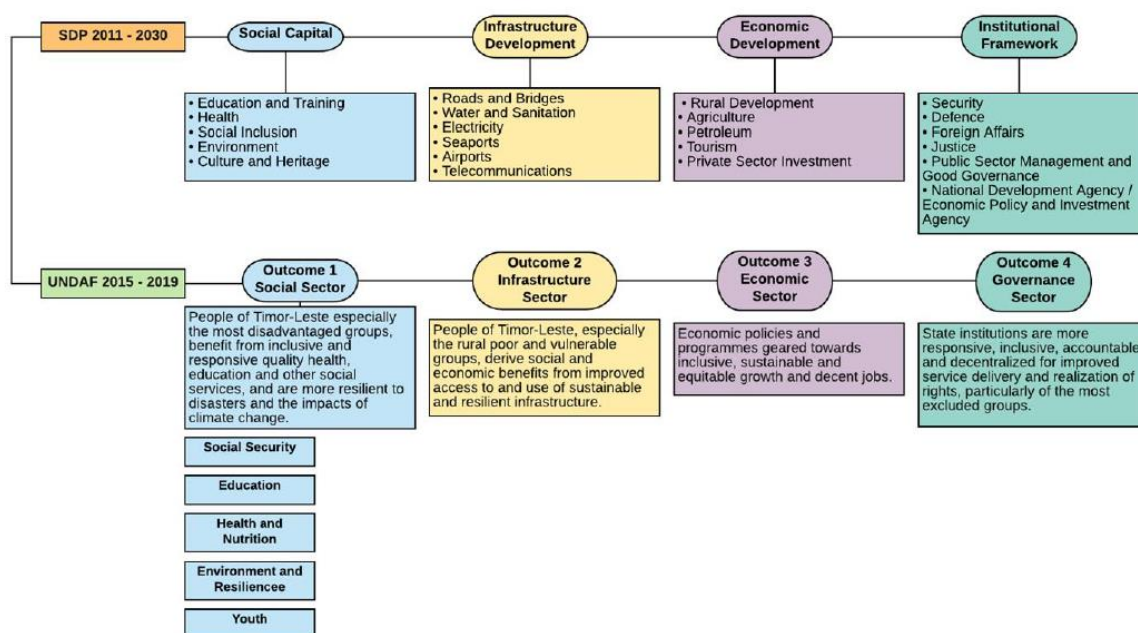
27 <https://data.worldbank.org/indicator/DY.ODA.ODAT.GN.ZS?locations=TL> (consulted 27/06/2019)

28 UN OCHA -FTS (accessed 21 May 2019)

### United Nations Development Framework

26. The United Nations Development Assistance Framework (UNDAF) in Timor Leste covers the period 2015-2020 and leverages the expertise, capacity and resources of the United Nations to support the Government’s priorities. The UNDAF is structured along the four strategic development sectors defined in the Government’s Strategic Development Plan (SDP) 2011-2030: (1) Social Capital; (2) Infrastructure Development; (3) Economic Development; and (4) Governance and Institutional Development. Aligned with these four sectors, four outcomes and seventeen sub-outcomes were elaborated to respond and evolve the needs within each sector (see figure 4 below). The recently completed evaluation of the UNDAF (May 2019) concluded that since UNDAF’s outcomes and objectives touched upon almost every aspect of the development agenda in Timor–Leste, maintaining relevance over the years had not been an issue. Yet, this resulted in lack of strategic focus and a plethora of very diverse initiatives (ranging from building infrastructure to prevent violence against women) all implemented under the umbrella of UNDAF.<sup>29</sup>

**Figure 4: UNDAF 2015-2020 Alignment with SDP 2011-2030 in Timor-Leste**



Source: UNDAF Evaluation 2019

27. Other opportunities for improvement identified by the evaluation included: UN adopting a stronger leadership role in assisting the government in coordinating initiatives related to SDP and the Agenda 2013; place the SDGs at the core of the new UNDAF; explore innovative approaches for collaboration with the private sector and civil society; move towards joint programming and allow for an inclusive UNDAF process which is commensurate with resources available and capacity of the different UN entities.

29 United Nations Development Framework (UNDAF) 2015-2020 in Timor-Leste Evaluation Report 2019, page 6.



## **2. Reasons for the Evaluation**

### **2.1. Rationale**

28. Country Strategic Plan Evaluations (CSPEs) have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the CO’s new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2020.

### **2.2. Objectives**

29. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Timor Leste and 2) provide accountability for results to WFP stakeholders.

### **2.3. Stakeholders and Users of the Evaluation**

30. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFPs country office, regional Bureau of Bangkok (RBB) and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Timor Leste, other UN agencies, local and international NGOs and the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

31. In the context of Timor Leste, the CSPE will seek the perspectives of partners on WFP’s role. The CSPE can provide useful lessons for enhancing synergy, coordination and collaboration. National government partners comprise the Ministries of Health, the Permanent Technical Secretariat of the Interministerial Council for Food Security, Sovereignty and Security (KONSSANTIL), Ministry of Education, Youth and Sports, Ministry of Commerce and Industry, Ministry of Agriculture and Fisheries, Prime Minister’s Office, Ministry of Interior, Ministry of Social Solidarity and Inclusion. This CSPE should enable policymakers to sharpen their view of opportunities for synergies and coordination to support national strategies; and ensure that WFP’s future contributions are best attuned to national needs and policy – within any future CSPs and the UN Cooperation Framework.

32. WFP works closely with, United Nations Children’s Fund (UNICEF) and the World Health Organization (WHO) through its activities on malnutrition. WFP is also working with FAO on food security and is a member of the UN Country team. In addition, WFP partners with multilateral, bilateral as well as private donors in the design, funding and coordination of delivery of technical assistance.

33. WFP has also collaborated with a wide range of partners to facilitate the implementation of activities. These are primarily national and international NGOs (see annex 4 for a complete list).

34. The evaluation is expected to enable enhancement of partnerships between WFP and various partners, to clarify mandates and roles and to accelerate progress towards replication and hand-over.

35. WFP beneficiaries are the most important stakeholder group of all: comprising subgroups such as, children under five and pregnant and lactating women. In addition, WFP activities are intended to assist the government to deliver better services. Data disaggregation by sex, gender-sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CSPE.

### **3. Subject of the Evaluation**

#### **3.1. WFP's Portfolio in Timor Leste**

36. WFP has been present in Timor-Leste since 1999 when the country office (CO) was first set up. For a period after 2002, it was run as a sub-office from the Jakarta CO, but a full CO was re-established in 2005. WFP's support in Timor-Leste has evolved as development has progressed. In 1999, following the departure of Indonesian forces, WFP focused on life saving activities, providing unconditional food transfers to internally displaced persons as they started to rebuild their lives. As the Government brought security and stability, WFP shifted to recovery and relief work, focusing on food assistance for assets and social safety nets, managing a school meals programme and supporting the development of disaster response and early warning procedures. More recently, WFP has supported programmes for treating and preventing malnutrition and for building reliable, efficient supply chain mechanisms.

37. An evaluation of the Timor Leste portfolio was conducted in 2012 covering the period 2008-2012. The evaluation found that while there was not an explicit country strategy document to guide the portfolio during the evaluation period, in practice there was strategic continuity between the Protracted Relief operations which commenced in 2008 and the Country programme which succeeded it in 2011 and which focused on three strategic objectives: 1) improve the food and nutrition security of the most vulnerable groups in ways that build longer-term human and physical assets; 2) strengthen the Government's capacity to design, implement and manage tools, policies and systems for reducing food insecurity, and 3) hand over food-based programmes to the Government in a responsible manner.

38. Other key findings from the evaluation were:

- The portfolio had focused more on direct responses to undernutrition than on addressing underlying food security issues linked to rural livelihood systems, but this reflected WFP's comparative strengths as well as availability of partners for finance.
- WFP's strategy of supporting and working through government systems for delivery of basic services was highly appropriate for the fragile state context of Timor Leste.
- Joint programmes with other UN agencies needed more depth.
- All the portfolio activities were appropriately oriented towards WFP's strategic objectives and its increased attention to capacity development, was highly consistent with WFP's global strategy.
- The post emergency context for Timor Leste was a more complex and challenging one for WFP. It became more difficult to raise aid funds, yet developmental and capacity-building work required longer-term approaches and additional skill-sets, which were not easy to pursue in the light of WFP's internal constraints, which were particularly constricting for a small CO.
- The CO had been energetic in seeking supplementary funding and in seeking to maintain adequate CO staffing but a heavy reliance on low cost and relatively junior staff, and an inability to offer job security, had disadvantages.

- One of the main signs of overstretched WFP capacity was the neglect of basic monitoring, with inadequate tracking of programme delivery and hardly any attention to outcomes. This in turn limited WFP's position in seeking continued MCHN funding.
- Incorporation of gender had been weak.

39. The CPE included seven recommendations to which management prepared a response. Of particular importance to this evaluation was a recommendation on the transition strategy for Timor-Leste. An extension of the country programme was recommended so as to allow for a systematic approach to the MCHN. It highlighted that an orderly exit would minimize the reputational damage to WFP and would require an extension of the CP by at least a year beyond the current date of December 2013.

40. Management partially agreed with the recommendation and emphasized a request from the Ministry of Health to extend WFP's presence in Timor Leste until the end of 2014. The Government had pledged an additional US\$ 1.2 million to WFP, bringing its total contribution to US \$ 2.9 million. Further funding would be required beyond 2013 but prospects were dim. The situation would be reviewed, and a decision made in mid-2013.<sup>30</sup>

41. Recommendation 2 dealt with hand-Over/Exit Strategies and highlighted that hand over strategies should be developed in a timely fashion with a time frame of 2-3 years. It spoke to the internal capacity of the country office and the need for HQ to engage in a realistic assessment. Management referred to progress in handing over school feeding programmes to the Government and facilitating South-South cooperation as well as guidance in the strategic plan (2008-2013) to hand over. It noted that due to resource constraints there had been limited opportunities for training and staffing. It went on to state that the 2013 Management Plan authorized Programme Support and Administrative budget funding for small country offices to improve internal control mechanisms. Pending approval of the proposed strategic Plan (2014-2017). WFP would define the role of smaller country offices, such as that in Timor Leste. Management further highlighted that a stand-alone unit for engaging country office capacity and providing technical support for policy, programme and innovation had been established. Finally, management committed to reviewing WFP's presence beyond 2013 and using Timor Leste as a pilot for developing exit strategies.

42. Two other important recommendations for this evaluation were on developing indicators and practical guidance to assist country offices in designing and implementing effective gender and capacity development strategies. Management committed to ensuring inclusion of sex-disaggregated and gender-sensitive outcomes and output indicators, updating gender programme guidance, and facilitate regional training on the gender markers. Management also referred to a recently designed capacity development toolkit which would provide practical guidance and would support assessment of internal WFP capacities for implementation of national and local capacity development initiatives. Reference was also made to the revision of the SRF and the Strategic plan in which capacity development would be mainstreamed.

43. Other commitments in response to recommendations included revising the MCHN programme, formulating a hand over process and finalizing guidelines for the management of moderate and acute malnutrition, including improved geographical and beneficiary targeting with the aim of scaling down the programme mid 2013; reviewing the role of Timor Vita and reviewing the school feeding programme.

44. Following a request by the MoH to WFP to extend its support in the country DEV 200770 (2015-2017) (budget USD 13.8 million) was developed to increase ownership and the capacity of the MoH to reduce undernutrition and to improve the nutritional status of targeted children and women. The project was composed of two main components: 1) capacity development, in which

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30 Management Response to the Recommendations of the Summary Evaluation — TIMOR-LESTE COUNTRY PORTFOLIO (2008–2012) <https://docustore.wfp.org/stellent/groups/public/documents/eb/wfpdoc062690.pdf>

WFP provides technical assistance to enhance the capacity of national counterparts to implement nutrition programmes independently; 2) a food-based component, characterized by the provision of specialized nutritious food products for treatment of Moderate Acute Malnutrition (MAM) in children 6-59 months and acute malnutrition in pregnant and lactating women (PLW). The intervention was implemented in six out of the thirteen municipalities of the country, namely: Ainaro, Bobonaro, Covalima, Dili, Ermera, Oecusse. The project was aligned with WFP Strategic objective 4 (Reduce Chronic Malnutrition).

45. A decentralized evaluation was carried out of the project in 2018.<sup>31</sup> Key findings were the following:

- Issues in targeting during programme implementation design and implementation hampered access to services to potential beneficiaries living in remote areas.
- Availability of supplementary foods in the health facilities was an important catalyst for the uptake of other health services provided to children and PLW.
- Recovering an acutely malnourished PLW was cheaper than recovering MAM child through Targeted Supplementary Feeding Programme (TSFP).
- The programme did not achieve expected treatment coverage for children.
- Targeting processes of health facilities were not harmonized between WFP and UNICEF which hampered mutualization of resources and continuum of care in health facilities delivering management of severe acute malnutrition (SAM), but not MAM services.
- The cost per recovered beneficiary in TSFP was higher than that of each child and woman managed through blanket feeding.
- Coordination mechanisms between different sectors for improving nutritional status of children and PLW were perceived as weak because of limited technical and financial capacity of the government and local authorities to lead them.

46. The evaluation included seven main recommendations on: i) improving coverage; ii) strengthening capacity of MOH for treatment follow up and prevention of MAM; iii) strengthening the national health information system for accuracy of data and real time monitoring; vi) strengthening the government supply chain and logistics) strengthening linkages and referral of TSFP beneficiaries to exiting nutrition sensitive and safety net interventions, vi) strengthening partnerships vii) undertake research viii) develop a detailed gender equality and empowerment approach with indicators. Each recommendation included a number of sub recommendations so out of 32 sub recommendations eight were partially accepted and the rest accepted.

Important follow up measures included:

- Undertake advocacy and fund raising to allow for continuation and expansion of MAM treatment.
- Conduct capacity needs mapping as part of Country Capacity Strengthening (CCS) framework, to identify concrete ways of supporting capacity building of MOH.
- Increase collaboration between UNICEF and WFP to harmonize targeting criteria
- Continue discussion with MoH on food quality and safety aspects of local production and support supply chain management of specialized nutritious foods.
- Continue dialogue with MoH and private sector on future use of Timor Vita.
- Undertake formative research to inform targeting adolescent girls and boys
- Undertake joint monitoring and supervision with MOH.
- Ensure closer coordination with Saude na Familia coordinators at municipality level/coordinate with Mother Support Groups and NGO partners.
- Develop gender action plan.

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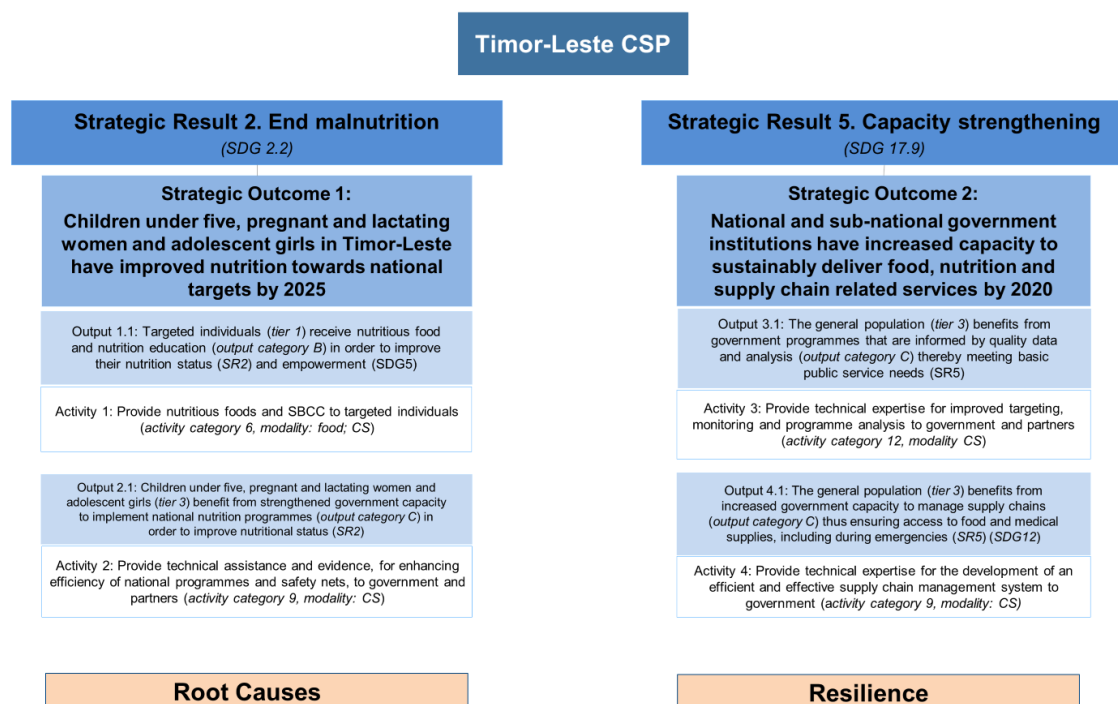
31 WFP 2018: End-term Evaluation of Treatment of Moderate Acute Malnutrition 2015-2017.

47. In response to a drought caused by El Niño in 2016, WFP developed an EMOP intervention 201017 (budget USD 0.847 million) in order to prevent moderate acute malnutrition in children 6 to 23 months and PLW. The intervention targeted 20,600 beneficiaries in the affected areas of the country. Specifically, through the intervention specialized nutritious food was provided for children aged 6-23 months and PLW in three municipalities which were the most affected. The intervention was aligned with WFP strategic objective 1 (save lives, protect livelihoods in emergencies).

48. In 2017, WFP Timor Leste developed its first CSP (2018-2020) guided by WFP current Strategic Plan (2017-2021), the CSP Policy and the IRM. The CSP focus is on continuing to provide food assistance in the short term while recognizing the longer term need for WFP to strengthen national and local capacities and invest in sustainable food security and nutrition programmes to support the country's progress towards middle-income status and SDG 2. The vision is for WFP to continue to shift from the provision of food assistance to policy engagement and capacity development for a gradual hand-over to community run and government financed programmes by 2020. WFP began implementing the CSP in 2018.<sup>32</sup>

49. The CSP focuses on the following 2 strategic outcomes which aim at achieving SDG 2.

**Figure 5. Timor-Leste “ Line of Sight”**



Source: WFP SPA Website

### Funding

50. During the period 2015-2017, WFP Timor-Leste was funded 63 percent. The CSP Timor-Leste requires 17 million for its 3-year CSP cycle. WFP plans to meet its commitment to allocating 15 percent of all project funds to gender activities. As of June 2019, total funding amounted to 2,575 million which corresponds to 20 percent of overall needs. Main donors include EU, Republic of Korea, UNCERF, private donors and multilateral (see annex 7).

<sup>32</sup> See annex 6 for a timeline of interventions including respective budgets.

## Staffing.

51. As of 30 April 2019, the country office had approximately 40 staff, 33 percent female and 68 percent male. Most of staff are based in the capital Dili (83%), of which 63 percent are on national contract and 20 percent are international staff; this is followed by national staff based in Ermera (5%), Oecussi Ambeno (5%), Suai (5%) and Maliana (2%).

### **3.2. Scope of the Evaluation**

52. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2015- mid 2019. The reason for a longer time frame (beyond the CSP) is that it enables the evaluation to assess key changes in the approach. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has actually taken place and what are the consequences. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Ex. Board, as well as any subsequent approved budget revisions.

53. In connection to this, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

54. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability as well as connectedness, coherence and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and AAP of WFP's response.

55. The evaluation will primarily assess the extent to which having a CSP has facilitated the work of the CO and thereby the WFP outcomes. In doing so the evaluation will focus on the COs ability to fundraise, its partnership strategy and its involvement in policy and programme dialogue. As incorporation of gender concerns has repeatedly been identified as weak<sup>33</sup> the evaluation will analyse if and how gender equality and women's empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement.

## **4. Evaluation Questions, Approach and Methodology**

### **4.1. Evaluation Questions**

56. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor them in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

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33 E.g. country portfolio evaluation for 2008-2012, End-Term Evaluation of treatment of Moderate Acute Malnutrition in Timor-Leste 2015-2017.

<b>EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?</b>	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
<b>EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Timor-Leste?</b>	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
<b>EQ3: To what extent has WFP’s used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP’s activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b>	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

#### **4.2. Evaluability Assessment**

**Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

57. Several issues could have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the time frame covered by the evaluation. The CSPE are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.

58. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the different results frameworks and related indicators to validate the pre-assessment made by OEV.

59. A rapid analysis of outcome indicators<sup>34</sup> show that while use of some indicators have continued from projects prior to the CSP into the CSP (e.g. indicators on moderate and acute malnutrition) other outcome indicators have changed. Also, some indicators listed in the logical framework of the CSP have not been reported on in the annual country report (e.g. strategic outcome 2 national and sub national Government institutions have increased capacity to sustainably deliver food, nutrition and supply chain related services by 2020). So, while most indicators are conceptually reasonably clear with established definitions and methods of computation the main issue appears to be that data is not regularly produced for all the indicators. There are also inconsistencies between the log frames and what is reported in the ACR.

60. The evaluation team should take the different strategic results frameworks during the evaluation period into consideration. While DEV 200770 and EMOP 201017 was built on the Strategic plan 2014-2017 the CSP TL01 is grounded in WFP Strategic Plan (2017 -2021). The CSP's focus on capacity development and institutional strengthening may prove challenging in terms of outcome level data availability and quality. Previous evaluations recommended that WFP Headquarters' supported the CO in this respect.<sup>35</sup> Data on gender inequality and women empowerment, protection issues, efficiency and sustainability of WFP may also prove challenging. Complete and consistent baseline and yearly trend data sets on these areas since 2015 are not available.

61. The recently conducted decentralised evaluation focuses on moderate acute malnutrition. The CSP should validate the findings<sup>36</sup> and undertake further analysis to fill in any evidence gaps.

#### National data

62. Timor-Leste has recently produced its first Voluntary National Review (2019). This process involved assessing data gaps and identifying other sources of information and analysis. The report concludes that while the Government has made progress in aligning budgeting and planning systems to the SDGs, there is significant work to do to strengthen government capacity for data

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34 See annex 10.

35 See CPE 2008-2012 recommendation 6 and 7

36 The overall rating of the report is 58% (approaching requirements) but the findings and analysis is rated as 63%(meets requirement).



collection, analysis and monitoring. Disaggregation of data is needed not only for Census and DHS surveys but for all national surveys.<sup>37</sup>

63. The Voluntary National Report includes an assessment of data availability of all SDGs of which those of particular relevance to this evaluation are mentioned below.

64. As concerns SDG 2 the report highlights the need for improved data and assesses that data is available for 54 percent of the indicators. Further improvements in the collection of anthropometric data on child nutrition (stunting and wasting) are required in order to effectively monitor nutrition levels in the country. The report notes that the collection of anthropometric data will reduce reliance on infrequent surveys and produce a more sustainable system of data collection and monitoring.<sup>38</sup>

65. Data availability for SDG 5 is assessed as available for 43 per cent of indicators. There is currently a lack of data relating to land ownership for women or the legal framework to promote, enforce and monitor equality and non-discrimination on the basis of sex. However, there is a good amount of data on gender-based violence from Government and NGO surveys.

66. Data collection on SDG 17 is challenging, with only 21 percent of the data available for indicators for this SDG. At present, some data on the financial and economic indicators such as foreign direct investment are not available. In addition, there is no current data on the dollar value of financial and technical assistance. However, Timor-Leste has developed an aid transparency portal, which is a useful tool for accessing and analysing information on development assistance.<sup>39</sup>

67. A rapid review of key national data sources reveal that a Census was conducted in 2004, 2010 and 2015. A number of analytical reports have been produced in connection with the latest Census (e.g. on the labour force). The latest Timor-Leste Standard of Living Survey is from 2014/2015 and there has been two Demographic Health Surveys in the past 10 years (2009/10, 2016). An agricultural Census is being carried out in 2019.

68. The evaluation team needs to identify appropriate approaches for data collection and to design a strong methodology to analyse data rigorously. This should include measures to address the evaluability of results that can reasonably be linked to WFP's activities in policy advice, capacity development and knowledge-sharing, gender equality and women empowerment.

69. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).

### 4.3 Methodology

*This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.*

70. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the

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37 Governemtn of Timor-Leste (2019), Report on the Implementation of the Sustainable Development Goals; From ashes to reconciliation, reconstruction and sustainable development, Voluntary national Review of Timor Leste 2019, Dili: Timore Leste, page 114.

38 Governemtn of Timor-Leste (2019), Report on the Implementation of the Sustainable Development Goals; From ashes to reconciliation, reconstruction and sustainable development, Voluntary national Review of Timor Leste 2019, Dili: Timore Leste, page 54.

39 Ibid. page 111.

broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

71. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

72. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

73. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including<sup>40</sup>: desk review<sup>41</sup>, semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

74. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

75. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

76. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations. For gender to be successfully integrated into an evaluation it is essential to assess:

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40 There is no sequence or order of priority in the techniques listed.

41 Annex 11 provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.

77. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the draft final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations; and technical annex.

78. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

#### **4.4. Quality Assurance**

79. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Officer, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

80. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

81. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

#### **Ethical Considerations**

82. Ethical consideration shall be taken into the methodology. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

83. The team will not have been involved in the design, implementation or monitoring of the WFP Timor-Leste CSP nor have conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

## 5. Organization of the Evaluation

### 5.1. Phases and Deliverables

84. The evaluation is structured in five phases summarized in the table below. The evaluation team will be involved in phases 2 to 5 of the CSPE. [Annex 2](#) presents a more detailed timeline. The CO and RBB have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 1: Summary Timeline - key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	8 Jul 2019  14 August 2019 23 <sup>rd</sup> September onwards 15-17 October 2019	Draft and Final TOR  Evaluation Team and/or firm selection & contract  Document review  Briefing at HQ
2. Inception	19-26 October 2019 11 November	Inception Mission  Inception report
3. Evaluation, including fieldwork	27 November -13 Dec	Evaluation mission, data collection and exit debriefing
4. Reporting	18 December– 27 January 2019 27 January – 5 February 24-25 Feb 2020 10 April 2020	Report Drafting  Comments Process  Learning Workshop  Final evaluation report
5. Dissemination	Sept-Nov 2020	Summary Evaluation Report Editing / Evaluation Report Formatting  Management Response and Executive Board Preparation

### 5.2. Evaluation Team Composition

85. The CSPE will be conducted by a gender balanced team of 3 independent evaluation consultants (international, regional and national) with relevant expertise, and a research analyst. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English, Portuguese and Tetum) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have

experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

**Table 2: Summary of evaluation team and areas of skills required**

Areas of CSPE	Experience, knowledge and skills required
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the ability to resolve problems.</li> <li>• Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities and of evaluation in humanitarian and development contexts.</li> <li>• Specialization in one of the following areas: food assistance, emergency preparedness, gender analysis; institution building.</li> <li>• Relevant knowledge and experience in Timor-Leste or similar context; strong, experience in CSPE analysis, monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.</li> <li>• Evaluate WFP assistance to national institutions and partners through capacity development, policy advice and knowledge sharing activities in their efforts to improve the effectiveness and efficiency with other humanitarian/development partners such as UNICEF, WHO, FAO and the World Bank.</li> <li>• Undertake risk assessment and management.</li> </ul>
<b>Food security and Nutrition</b>	<ul style="list-style-type: none"> <li>• Evaluate the direct provision of specialized food as well as capacity strengthening of national institutions in delivering education on nutrition and healthy eating habits.</li> <li>• Evaluate the nutrition component of the CSP design, implementation, outputs and outcomes.</li> <li>• Validate findings of the decentralised evaluation on Moderate Acute malnutrition</li> <li>• Review WFP nutrition assessments and monitoring systems; programming.</li> <li>• Validate findings of the decentralised evaluation on Moderate Acute malnutrition and assess WFP partnerships in the nutrition sector.</li> </ul>
<b>Emergency Preparedness and Response (EPR)</b>	<ul style="list-style-type: none"> <li>• Evaluate WFP assistance to the government in strengthening institutional capacities for emergency preparedness and responses to the wider humanitarian community and national institutions.</li> <li>• Assess AAP, targeting, humanitarian principles and protection.</li> </ul>
<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.</li> </ul>

### 5.3. Roles and Responsibilities

86. This evaluation is managed by the WFP Office of Evaluation (OEV). Catrina Perch has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and contracting the

evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1<sup>st</sup> level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Sergio Lenci, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2020.

87. An internal reference group composed of selected WFP stakeholders at CO, RBB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Timor-Leste; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Anastacio Soriano has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

88. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

#### **5.4. Communication**

*It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

89. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see [Annex 5](#)) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2020. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

## Annexes

### Annex 1: Map of Timor-Leste



Source: WFP Timor-Leste Country Brief May 2019

## Annex 2: Country Fact Sheet

	Parameter/(source)	2015	2017
	<b>General</b>		
1	Population total (millions) (*)	1.2	1.3
2	% of urban population (*)	32.8	30.2
3	GDP per capita (current USD)(**)	2,805	n.a
4	Human Development Index (*)	0.605	0.625
	<b>Economy</b>		
5	Income Gini Coefficient (*)	31.6	28.7
7	Foreign direct investment net inflows (% of GDP) (**)	1.38	n.a
8	Net official development assistance received (% of GNI) (****)	7.6	8.9
	<b>Poverty</b>		
9	Population living below income poverty line USD 1.90 a day (%) (*)	46.8	30.3
10	Population near multidimensional poverty (%) (*)	21.4	26.0
11	Population in severe multidimensional poverty (%) (*)	31.5	16.5
	<b>Health</b>		
12	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (***)	82	n.a
13	Healthy life expectancy at birth (*)	68.5	59.2
14	Prevalence of HIV, total (% of population ages 15-49) (**)	n.a	n.a
15	Current health expenditure (% of GDP) (**)	3.4	n.a
16	Adult literacy rate (% ages 15 and older) (*)	67.5	58.3
	<b>Gender</b>		
17	Gender Inequality Index (*)	n.a	n.a
18	Maternal Mortality ratio (modeled estimate, per 100,000 live births) (**)	215	n.a
19	Proportion of seats held by women in national parliaments (%) (**)	38.5	33.8
20	Population with at least some secondary education, female, male (% aged 25 and above) (*)	n.a	n.a
21	Births attended by skilled health personnel (% of total) (**)	n.a	n.a
22	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (**)	39	39
23	Employment in agriculture, female (% of female employment) (modeled ILO estimate) (**)	48	50
	<b>Nutrition</b>		
24	% of under age 5 with stunting (*)	50.2	50.2
25	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (***)	11 (2011-2016)	n.a
26	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (***)	50	n.a
27	Weight-for-age (Underweight - moderate and severe), prevalence for < 5 (%) (***)	n.a	n.a
28	Mortality rate, under-5 (per 1,000 live births) (**)	51.2	n.a
	<b>Education</b>		
29	Population with at least secondary education (% ages 25 and older) (*)	n.a	n.a
30	Current education expenditure, total (% of total expenditure in public institutions) (**)	n.a	n.a
31	School enrolment, primary (% gross) (**)	82	n.a
32	Net attendance ratio, primary school (%) (****)	96 (2011-2016)	n.a

Sources: (\*) UNDP Human Development Report – 2016 and 2018; (\*\*) World Bank. WDI; (\*\*\*) UNICEF SOW; (\*\*\*\*) OECD/DAC



### Annex 3: Detailed Evaluation Timeline

Timor-Leste Country Strategic Plan Evaluation		By Whom	Key Dates (deadlines)
<b>Phase 1 - Preparation</b>			
	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM	July 8
	Draft TOR circulated to LTA Firms for proposals and to WFP stakeholders	EM/LTA	July 8
	Review draft TOR based on WFP stakeholders' feedback	EM	July 15 -18, 2019
	Final TOR sent to WFP Stakeholders	EM	July 19, 2019
	LTA firms submit proposals	LTAs	July 26, 2019
	LTA proposal review and selection	EM	July 29- 30, 2019
	Contracting evaluation team/firm	EM	August 14 2019
<b>Phase 2 - Inception</b>			
	Team preparation, literature review prior to HQ briefing	Team	Sept. 23 onwards 2019
	HQ briefing – and Conference calls with RB	EM & Team	Oct 15-17, 2019
	Inception Mission in Dili	EM + TL	Oct 19-26 2019
	Submit Inception Report (IR)	TL	November 11, 2019
	OEV quality assurance and feedback	EM	November 18, 2019
	Submit revised IR	TL	November 22, 2019
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	November 24, 2019
<b>Phase 3 - Evaluation Phase, including Fieldwork</b>			
	Fieldwork & Desk Review including exit debrief (ppt)	Team	Nov 27-13 Dec 2019
	Team work	TL	December 8- 13, 2019
	Debriefing with CO, RBB and HQ	EM&TL	December 13, 2019
<b>Phase 4 - Reporting</b>			
<b>Draft 0</b>	Submit high quality draft zero to OEV	TL	January 27, 2020
	OEV feedback to TL	EM	January 31, 2020
<b>Draft 1</b>	Submit high quality draft ER to OEV	TL	February 5, 2020
	Seek OEV Director's clearance prior to circulating the ER to WFP Stakeholders. OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM	February 10, 2020 February 15, 2020
	Stakeholders Learning workshop – Dili.	EM/TL	February 24-25, 2020
	Consolidate WFP's comments and share them with team.	TL/EM	February 27, 2020
<b>Draft 2</b>	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments	TL	March 4, 2020
	Review D2 and draft SER.	EM	March 16, 2020
	Seek OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	March 23, 2020

	OEV circulates the SER to WFP's Executive Management for comments (upon clearance from OEV's Director)	EM	March 24, 2020
	OEV shares the comments on draft SER to the team	EM	April 3, 2020
<b>Draft 3</b>	Submit final draft ER (with the revised draft SER) to OEV	TL	April 10, 2020
	Seek final approval by OEV Dir.	EM	End April, 2020
<b>Phase 5 Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	September-October 2020
	Tail end actions, OEV websites posting, EB Round Table etc.	EM	October 2020
	Presentation of Summary Evaluation Report to the EB	D/OEV	Nov 2020 with CSP
	Presentation of management response to the EB	D/RMP	November 2020

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP=Performance and Accountability Management

**Annex 4: Stakeholder Analysis Matrix**

Stakeholders	Interest in the evaluation	Participation in the evaluation
<b>Internal (WFP) stakeholders</b>		
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Senior Management and Regional Bureau</b>	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Timor-Leste in the WFP corporate and regional plans and strategies.	RBB will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
<b>WFP Divisions</b>	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.

<p><b>WFP Executive Board</b></p>	<p>Accountability role, but also an interest in potential wider lessons from Timor-Leste's evolving contexts and about WFP roles, strategy and performance.</p>	<p>Presentation of the evaluation results at the November 2020 session to inform Board members about the performance and results of WFP activities in Timor-Leste.</p>
<p><b>External stakeholders</b></p>		
<p><b>Affected population / Beneficiary Groups</b> disaggregated by gender and age groups (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP <b>Tier 1.</b> Targeted individuals, including children aged 6-59 months and pregnant lactating women suffering from moderate acute malnutrition (MAM), receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. <b>Tier 3.</b> Vulnerable populations benefit from strengthened government capacity to implement national nutrition programmes that are grounded in gender equality in order to improve nutrition status.</p>	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet children.</p>
<p><b>UN Country Team and Other International Organizations:</b> UNICEF, , FAO, UNDP, UNFPA, WHO, UN Women and World Bank</p>	<p>UN agencies and other partners in Timor-Leste have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. UN Humanitarian/Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection,</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development. The CO will keep UN partners, other international</p>

	<p>food security, nutrition etc.)</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>organizations informed of the evaluation's progress.</p>
<b>Donors</b>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, feedback sessions, report dissemination.</p>
<p><b>National Partners</b> National government</p> <p>Ministry of Health, in particular the Nutrition Department and the Department of Pharmaceutical Medicines and Supplies and the Pharmaceutical and Medical Supply Agency (SAMÉS)</p> <p>Permanent Technical Secretariat of the inter-ministerial Council for Food Sovereignty and Security (KONSSANTIL) and Technical Working Group on Food Fortification</p> <p>Ministry of Tourism, Trade and Industry</p> <p>Ministry of Commerce and Industry, in particular its National Logistics Centre</p>	<p>In Timor-Leste WFP works largely through the Government. it has a direct interest in knowing whether WFP activities are meeting the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p> <p>Plays an important role in in food assistance and nutrition programme (Mother-and-Child Health and Nutrition programme, Health Management Information System - HMIS)</p> <p>Plays an important role in the inter-ministerial coordination for the Zero Hunger Challenge and provides the platform for bringing together ministries and other stakeholders and coordinating activities related to SDG 2.</p> <p>Plays an important role in local production of Fortified Blended Food (FBF) by sourcing the inputs (maize and soya bean) from local farmers.</p> <p>Plays an important role in purchasing from Timor Global</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

<p>Ministry of Education, Youth and Sports for its school feeding programme (Merenda Eskolar)</p> <p>Ministry of Agriculture and Fisheries</p> <p>Prime Minister's Office, Ministry of Interior, Ministry of Social Solidarity and National Disaster Management Directorate</p>	<p>WFP's government partner for testing and using fortified blended cereals for school feeding</p> <p>WFP's government partner in advocacy activities at the national level for increased expenditure and attention on women's nutrition and increased trainings and in the organization of a multi-partner joint agriculture survey</p> <p>WFP's government partner for developing communication responses to El Niño and government social audit initiatives (e.g. Accountability to Affected Populations)</p>	
<p>Cooperating partners and NGOs (Alola Foundation, Health Training Institute, World Vision, CARE International, Catholic Relief Services, United States Peace Corp, HIAM Health, Red Cross Timor-Leste a, Plan International, Cinema Loro sa'e, Liga Inan, TOMAK ('Farming for Prosperity' or To'os ETDA, AGora Food Studio, and CATALPA internation ba Moris Di'ak));</p>	<p>WFP's cooperating partners in screening and referring acutely malnourished children and PLW, developing of tools and guidelines, improving national capacity and performance and sustainability of the supply chain management system</p>	<p>Interviews with managers and owners of private businesses</p>
<p>Commercial and private sector partners (e.g. Timor Global, commercial partner managing the Timor Vita factory and producer of the fortified blended food)</p>	<p>WFP partners in the commercial and private sectors</p>	
<p>Academics</p>	<p>WFP partners to support government initiatives such as research</p>	<p>Interviews with a focal point in academic organizations</p>

Source: OEV

## Annex 5: Evaluation Communication and Learning Plan

### Internal Communications

<b>When</b> Evaluation phase	<b>What</b> Communication product/ information	<b>To whom</b> Target group or individual	<b>What level</b> Organizational level of communication e.g. strategic, operational	<b>From whom</b> Lead OEV staff with name/position + other OEV staff views	<b>How</b> Communication means	<b>When</b>	<b>Why</b> Purpose of communication
<b>Preparation</b>		CO, RB, HQ	Consultation	Catrina Perch EM	Consultations, meetings, email	June 2019	Review/feedback For information
<b>TOR and contracting</b>	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Catrina Perch EM+ Sergio Lenci 2nd level QA	Emails Web	June- September 2019	Review / feedback For information
<b>Remote HQ briefing Inception mission</b>	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Catrina Perch EM	email	October 2019	Review/feedback For information
<b>In-country - Field work and debriefing</b>	Aide-memoire/PPT	CO, RB, HQ	Operational	Catrina Perch EM	Email, Meeting at HQ + teleconference w/ CO, RB	December 2019	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
<b>Evaluation Report</b>	D1 ER	CO, RB, HQ	Operational & Strategic	Catrina Perch EM + Sergio Lenci 2nd level QA	Email	February 2020	Review / feedback
<b>Learning Workshop in Dili</b>	D1 ER	CO, RB	Operational & Strategic	Catrina Perch EM	Workshop	February 2020	Enable/facilitate a process of review and discussion of D1 ER

<b>Evaluation Report</b>	D2 ER + SER	CO, RB, HQ	Strategic	Catrina Perch EM + Sergio Lenci 2nd level QA	Email	April/March. 2020	Review / feedback (EMG on SER)
<b>Post-report/EB</b>	2-page evaluation brief	CO, RB, HQ	Informative	Catrina Perch EM + Sergio Lenci 2nd level QA	Email	October 2020	Dissemination of evaluation findings and conclusions
<b>Throughout</b>	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Sergio Lenci 2nd level QA	Email, interactions	As needed	Information about linkage to CSPE Series

### External Communications


<b>When</b> <i>Evaluation phase</i>	<b>What</b> <i>Communication product/ information</i>	<b>To whom</b> <i>Target group or individual</i>	<b>From whom</b> <i>Lead OEV staff with name/position + other OEV staff views</i>	<b>How Communication means</b>	<b>Why</b> <i>Purpose of communication</i>
<b>TOR July 2019</b>	Final ToR	Public	OEV	Website	Public information
<b>Reporting March 2020</b>	Final report (SER included) and Mgt Response	Public	OEV and RMP	Website	Public information
<b>Evaluation Brief, October 2020</b>	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
<b>EB Annual Session, Nov 2020</b>	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

Source: OEV



**Annex 6:** Timor Leste Portfolio Overview 2015-2019

**Timeline and funding level of WFP strategic plan in Timor Leste 2015 - 2019**

Operation	Time Frame	2015	2016	2017	2018	2019	LEGEND Funding Level
DEVELOPMENT PROJECT 200770	Jan 2015 – Dec 2016 (extended to 31 December 2017 - 1 budget revision)	<b>Tot requirements (Req.) 2015-2017: 13,783,739</b> <b>Tot contributions received (Rec.) 2015-2017: 8,366,415</b> Funded: 61%					> 75 %
Immediate Response -EMOP 201017	Sep 2016 - Nov 2016 (extended to March 2017 - 1 budget revision)		<b>Tot requirements (Req.) 2016-2017: 847,040</b> <b>Tot contributions received (Rec.) 2016-2017: 857,169</b> Funded: 101%				Between 50 % and 75 %
Country Strategic Plan	Jan 2018 – Dec 2020				Needs Based Plan 2018-2020: 16,972,701  Needs based plan 2018-2019: 7,293,945 + 5,504,854 = 12,798,799 Allocated Contributions 2018 (2,575,556): Funded: 20%		Less than 50%
Direct Expenses (US\$ millions)		2,485	2,810	3,003	1,431	n.a.	
% Direct Expenses: Timor Leste vs. WFP World		0.05%	0.06%	0.06%	0.02%	n.a.	
Food Distributed (MT)		167	412	96	-	n.a.	
Total of Beneficiaries (planned)*		23,000	48,471	48,471	48,100	n.a.	
Total of Beneficiaries (actual)		4,138	47,931	57,793	13,673	n.a.	
% women beneficiaries (actual)		70%	69%	80%	85%	n.a.	

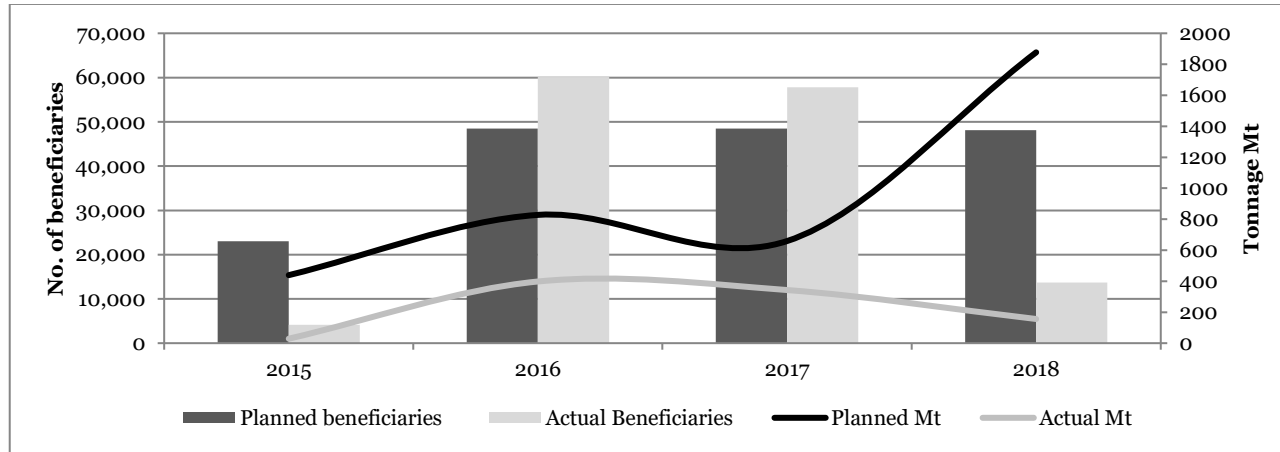
Source: SPR 2015-2017, 2018 Annual Country Report, WFP FACTory as of 18 June 2019, SPR 2015-2017, APR 2018

\*SPRs 2015-2017 - for 2016 and 2017, planned beneficiaries equal to the sum of planned beneficiaries reported in the SPRs for 200770 and 201017

Requirements (Req.) and Contributions Received (Rec.) are in US\$

Note: Allocated Contributions are resources that have been allocated to the Country Office and reflects the resources that the Country Office has available.

**Portfolio beneficiaries and tonnage, planned and actual by year 2015- 2017**



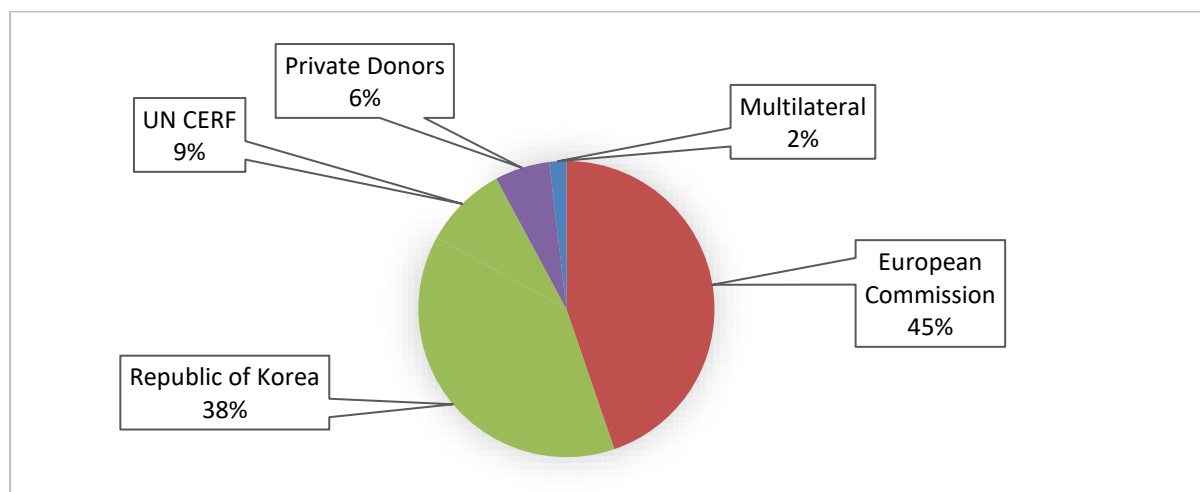
Source: SPRs 2015-2017 and 2018 Annual Country Report

## Key features of the projects and CSP in Timor-Leste 2015- 2018

Operation/ plan type	Operation/ plan number	Title	Time frame	US\$ Req./ Needs based plan	US\$ Rec./Allocated Contributions	% Funded	Objectives	Activities and modalities	MDG/SDG	WFP GOALS	WFP SO
Developm ent project	200770	Capacity Development for Health and Nutrition	Jan 2015 – Dec 2016 (extended to 31 December 2017 - 1 budget revision)	13,783,739	8,366,415	61%	Develop the capacity of the Ministry of Health to implement and monitor a nutrition treatment programme for moderate acute malnutrition (MAM), providing targeted supplementary feeding to PLW/G as well as girls and boys aged 6–59 months	1) Treatment of moderate acute malnutrition boys and girls 6-23 months 2) Treatment of moderate acute malnutrition boys and girls 24-59 months 3) Treatment of acute malnutrition PLW	Millennium Development Goals 1 – Eradicate extreme poverty and hunger, 4 – Reduce child mortality and 5 – Improve maternal health	1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels 2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men 3. Strengthen the capacity of governments and regional organizations, and enable the international community to prepare for, assess and respond to shocks	<b>WFP Strategic Objective 4 – Reduce chronic hunger and under nutrition.</b>
Immediat e Response EMOP	201017	Prevention of moderate acute malnutrition in children 6 to 23 months and pregnant and lactating women	Sep 2016 - Nov 2016 (extended to 14 Jan 2017 - 1 budget revision)	847,040	857,169	101%	Provide specialized nutritious food to girls and boys aged 6–23 months and pregnant and lactating women / girls (PLW/G) in three municipalities in the east (Baucau, Lautem and Viqueque), which were the most affected by the 2016 El Niño, in order to prevent an increase in undernutrition rates amongst these vulnerable groups	1) Prevention of malnutrition in the target population of children 6–23 months and pregnant and lactating women	Contributions to Millennium Development Goals 1 -Eradicate extreme poverty and hunger, 2 - Achieve of universal primary education, 4 - Reduce child mortality	1. Meet urgent food and nutrition needs of vulnerable people and communities and reduce undernutrition to below emergency levels 2. Protect lives and livelihoods while enabling safe access to food and nutrition for women and men 3. Strengthen the capacity of governments and regional organizations, and enable the	<b>WFP Strategic Objective 1: Save lives and protect livelihoods in emergencies</b>
Country Strategic Plan	TL 01	CSP Timor Leste (2018- 2020)	Jan 2018 - Dec 2020	12,798,799	2,575,556	20%	Continue to shift from the provision of food assistance to policy engagement and capacity development for a gradual hand-over to community-run and government- financed programmes	1) Provide nutritious food and raise awareness through social and behaviour change communication for targeted individuals. 2) Provide the Government and partners with technical assistance and evidence for enhancing the efficiency of national programmes and safety nets 3) Provide the Government and partners with technical expertise for improved targeting, monitoring and programme analysis. 4) Provide the Government and partners with technical expertise for the development of an efficient and effective supply chain management system.	<b>Sustainable Development Goals 2 -</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture, <b>17 -</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development	1: Support countries to achieve zero hunger 2: Partner to support implementation of the SDGs	<b>WFP Strategic Objective 2 - Improve Malnutrition and 4 Support SDG implementation</b>

## Annex 7: WFP Timor Leste Resourcing Situation and Donors

### Top five donors of WFP Operations Timor Leste 2015-2017



Source: Data from FACTory 24 June 2019

### WFP Donors in Timor-Leste 2015-2017

WFP Donors (2015-2017)	Total US\$	% against Total
European Commission	4,147,051	44%
Republic of Korea	3,543,855	37%
UN CERF	846,703	9%
Private Donors	556,228	6%
Stock transfers	182,794	2%
Multilateral	171,993	2%
Ireland	66,780	1%
Miscellaneous Income	10,466	0%
<b>TOTAL</b>	<b>9,525,869</b>	<b>100.0%</b>

Source: Data from FACTory 24 June 2019

**Annex 8:** Template for Evaluation Matrix

<b>Evaluation Question - text from TORs</b>					
<b>Sub questions</b>	<b>Dimensions of Analysis</b>	<b>Operational Component</b>	<b>Lines of inquiry and/or indicators (as appropriate)</b>	<b>Data source</b>	<b>Data collection technique</b>
Evaluation sub-question – text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

## Annex 9: Timor Leste Country Strategic Plan



World Food Programme

wfp.org

Executive Board

First regular session

Rome, 26–28 February 2018

Distribution: General

Date: 2 February 2018

Original: English

Agenda item 6

WFP/EB.1/2018/6-A/3

Operational matters

For approval

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

### Timor-Leste country strategic plan (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 16,972,701
Gender and age marker*	2A

\* <http://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>.

#### Executive summary

This country strategic plan supports attainment of the national Government's vision for Timor-Leste and contributes to its Strategic Development Plan 2011–2030.<sup>1</sup> The vision reflects the aspirations of the country's people to create a prosperous and strong nation. It builds on four core attributes: political will, economic potential, national integration and a dynamic population. The Government has been a strong advocate for global adoption of the Sustainable Development Goals having been proactive in shaping Sustainable Development Goal 16 and, once the goals were launched, joining the High-Level Group on the 2030 Agenda as a global champion of their implementation – the only country of Asia to do so. As a founding member of the G7+,<sup>2</sup> the Government of Timor-Leste used the 2017 conference of the G7+<sup>3</sup> to promote the 2030 Agenda's call to "leave no one behind" and helped draft the joint Dili Communiqué, which states that "successful implementation of Agenda 2030 will require tailoring the Sustainable Development Goals to the unique context of countries in fragile and conflict-affected situations".

<sup>1</sup> <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>

<sup>2</sup> Founded in 2010, the G7+ is an intergovernmental voluntary organization of countries that are either facing conflict or have recent experience of it: <http://www.g7plus.org/>

<sup>3</sup> Global Conference on the 2030 Agenda: a Roadmap for the Sustainable Development Goals in Fragile and Conflict-affected States. 21–23 May 2017, Dili.

#### Focal points:

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In June 2017, the Government published a road map for implementation of the 2030 Agenda,<sup>4</sup> which lays out a framework for achieving the Sustainable Development Goals in line with the national Strategic Development Plan 2011–2030. In addition, Parliament approved a resolution to prioritize nutrition, which included a road map for meeting Sustainable Development Goal 2 targets.<sup>5</sup> The country strategic plan will contribute to implementation of the Government's SDG road map while also supporting sector strategies and ministerial plans of action. It is aligned with WFP's Strategic Results 2 and 3.

The country strategic plan builds on the Government's decision to put people at the centre of the initial phase of implementation of the country's road map for achieving the Sustainable Development Goals, including by ending hunger and all forms of malnutrition and establishing sustainable food systems, recognizing the impact that this will have on prosperity, the environment and peace. Partnerships are central to all elements of the country strategic plan, which aligns the activities of WFP and its partners in support of the Government and aims to enhance capacity for sustainable development at the national and subnational levels.

The country strategic plan is based on consultations with the previous Government, the new Government established after the July 2017 elections, development partners and beneficiaries and on context, gender and gap analyses. It addresses recommendations from the national strategic review of actions necessary for achieving Sustainable Development Goal 2 and supports the Government's strategies and policies. It seeks to achieve the following two strategic outcomes:

- *Strategic outcome 1:* Children under 5, adolescent girls and pregnant and lactating women have improved nutrition towards national targets by 2025.
- *Strategic outcome 2:* National and subnational government institutions have increased capacity sustainably to deliver food-, nutrition- and supply chain-related services by 2020.

Timor-Leste is moving confidently towards the transformation stage of the "fragility spectrum" of the G7+<sup>6</sup> and WFP aims to assist it in reaching the resilience stage by 2030.

#### **Draft decision\***

The Board approves the Timor-Leste country strategic plan (2018–2020) (WFP/EB.1/2018/6-A/3) at a total cost to WFP of USD 16,972,701.

<sup>4</sup> Government of Timor-Leste. 2017. *Timor-Leste's Roadmap for the Implementation of the 2030 Agenda and the SDGs*: [http://timor-leste.gov.tl/wp-content/uploads/2017/08/UNDP-Timor-Leste\\_SDP-Roadmap\\_doc\\_v2\\_English\\_220717.pdf](http://timor-leste.gov.tl/wp-content/uploads/2017/08/UNDP-Timor-Leste_SDP-Roadmap_doc_v2_English_220717.pdf)

<sup>5</sup> National Parliament of Timor-Leste. 2017. *Sobre o apoio ao Governo na identificação do Objetivo de Desenvolvimento Sustentável no. 2 (Erradicação da Fome)*: <http://timor-leste.gov.tl/?p=18028&lang=en>

<sup>6</sup> The fragility spectrum is the approach developed by the G7+ as part of the implementation of its New Deal for Engagement in Fragile States: <http://www.g7plus.org/sites/default/files/resources/g7%2B%2BEnglish%2BFS%2BNote%2BDesign.pdf>

\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country Analysis

### 1.1 Country context

1. Timor-Leste gained independence in 2002 after a protracted conflict during which 30 percent of the population died and the country's infrastructure was destroyed. Since independence, successive governments have focused on establishing peace and stability while building capital and infrastructure to enable economic and social development. Timor-Leste is now a young country moving out of conflict and aiming to achieve resilience by 2030.
2. Timor-Leste is a least developed country, ranking 133rd of 188 countries in the 2016 Human Development Index.<sup>7</sup> It shares a land border with Indonesia and maritime boundaries with Australia and Indonesia.
3. With a population of 1.2 million<sup>8</sup> and land area of 15,410 square kilometres, population density is 77 people per square kilometre. Fifty-nine percent of the population is under 25 years of age and 71 percent lives in rural areas. The country is ethnically diverse with 32 local languages.
4. Gross domestic product (GDP) growth has fallen in recent years from a high of 14.2 percent in 2008 to the current 4.3 percent.<sup>9</sup> GDP is based predominantly on oil and gas production and declining growth reflects dwindling reserves and falling global prices.
5. In spite of steady progress in improving women's political participation and access to education, gender equality and women's empowerment remain a challenge. Timor-Leste is ranked 125th of 144 nations in the Global Gender Gap Index 2016.<sup>10</sup> Rigid gender norms and relations and entrenched power inequalities hinder equality of opportunities in education, the economy and socio-political life and result in gender gaps in health and nutrition status, gender-based violence and other challenges.<sup>11</sup> Recent elections for village chiefs, however, showed increases<sup>12</sup> in the numbers of women seeking election and being elected. In the national Parliament, 36.9 percent of seats are occupied by women.
6. As a signatory to the New Deal for Engagement in Fragile States,<sup>13</sup> Timor-Leste acknowledges the importance of development assistance and aims to establish a country-led and country-owned mechanism for planning and coordinating aid under the regulation of the Ministry of Finance's aid management effectiveness policy.

### 1.2 Progress towards SDG 2

#### *Progress towards SDG 2 targets*

7. *Access to food.* Although Timor-Leste has managed to reduce the proportion of hungry poor people in the population from 46.9 to 34.3 percent over the past decade, the 2016 Global Hunger Index rates hunger levels in the country as "serious".<sup>14</sup>

<sup>7</sup> United Nations Development Programme, 2016. Human Development Reports: Timor-Leste: <http://hdr.undp.org/en/countries/profiles/TL5>

<sup>8</sup> Ministry of Finance, 2015. *Population and Housing Census 2015. Preliminary results*: <http://www.statistics.gov.tl/wp-content/uploads/2015/10/1-Preliminary-Results-4-Printing-Company-19102015.pdf>. The balance between the sexes is even, with 49.3 percent women and girls and 50.7 percent men and boys.

<sup>9</sup> World Bank, 2016: <http://www.tradingeconomics.com/timor-gdp-growth-annual>

<sup>10</sup> <http://reports.weforum.org/global-gender-gap-report-2016/rankings/>

<sup>11</sup> Nationwide, adult literacy rates are 58 percent for men and boys and 52 percent for women and girls, with a significant disparity between rates in rural areas, which average 53 percent, and urban areas, with 83 percent. The ratio of boys to girls among primary school-aged children not attending school is four boys to one girl and boys under 5 have higher prevalence of malnutrition – stunting and wasting – than girls. Timor-Leste Population and Housing Census 2015: <http://www.statistics.gov.tl/wp-content/uploads/2015/10/1-Preliminary-Results-4-Printing-Company-19102015.pdf>

<sup>12</sup> A recent amendment to the electoral law stipulates that 33 percent of the candidates listed by political parties must be women. There were 100 women candidates in the 2016 village chief elections. Aileu district had 28 women candidates compared with two in 2010.

<sup>13</sup> [http://www.globdialogue.org/media/file\\_public/076907692de0-3557-494e-918e-18d00e9e73/the\\_new\\_deal.pdf](http://www.globdialogue.org/media/file_public/076907692de0-3557-494e-918e-18d00e9e73/the_new_deal.pdf)

<sup>14</sup> International Food Policy Research Institute, 2016: <http://www.ifpri.org/publication/2016-global-hunger-index-getting-zero-hunger>



8. On average, rural households have insufficient rice or maize for 3.8 months per year, while urban households experience food shortages for two months.<sup>15</sup> Households' access to food is constrained by poverty, limited access to markets, volatile farmgate prices, low agricultural productivity, gender norms that exacerbate inequalities, and limited capacity to respond to emergencies. Changing climate patterns combined with poor access to markets and diverse livelihoods exacerbate the situation.
9. Food and nutrition insecurity are closely associated with poverty and vulnerability, with 41.8 percent of the population living below the national poverty line of USD 1.54 per person per day.<sup>16</sup>
10. *Nutrition*: Malnutrition remains a major challenge, with stunting affecting 53 percent of boys and 47 percent of girls and wasting affecting 13 percent of boys and 9 percent of girls.<sup>17</sup> The reasons for these differences are not well understood. Malnutrition among children and women is exacerbated by a lack of nutrition knowledge, which prevents households from optimizing their use of food resources, and cultural norms that prioritize men in food allocation.<sup>18</sup> The annual economic cost of undernutrition is estimated to be 1–2 percent of GDP or USD 41 million a year.<sup>19</sup> Of this total, childhood stunting and anaemia are estimated to cause a loss of USD 14 million a year as a result of lost future productivity, while annual losses caused by reduced performance at work among anaemic adults total USD 13.5 million. Expenses incurred as a result of undernutrition and suboptimal breastfeeding behaviours among pregnant and lactating women and girls cost the Government and families more than USD 4 million a year. These costs impede achievement of the Sustainable Development Goal (SDG) targets for 2030, and delays in investing in appropriate action will lead to additional costs through impaired learning potential, poor school performance, compromised labour productivity and increased health costs.<sup>20</sup>
11. Malnutrition affects people in all income quintiles; is heavily influenced by dietary restrictions during pregnancy, suboptimal child feeding practices, level of education and access to quality water and sanitation; and is linked to traditional gender norms, cultural beliefs and taboos. Overall, 62 percent of children under 6 months of age are exclusively breastfed, with a higher frequency of exclusive breastfeeding in rural populations compared with urban populations.<sup>21</sup> Of the two thirds of children for whom complementary foods are first introduced when they are at least 6 months of age, most consume foods from only two food groups – grains, roots and tubers, and vitamin A-rich vegetables. Only 24 percent of the children under 2 years who are breastfed receive a minimum acceptable diet, and the figure drops to less than 4 percent among children who are

<sup>15</sup> Ministry of Agriculture and Fisheries Strategic Plan 2014–2020: <http://extwprlegal.fao.org/docs/pdf/tim149148.pdf>. Strategic Development Plan 2011–2030: <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>

<sup>16</sup> At the national level, more than 90 percent of poor people live in households headed by men. Poverty incidence is lower in women-headed than men-headed households, even among households of similar size. World Bank and Ministry of Finance. 2014. *Poverty in Timor-Leste 2014*: <http://documents.worldbank.org/curated/en/577521475573958572/pdf0108735-REVISED-PUBLIC-012-TL-REPORT-R02.pdf>

<sup>17</sup> Ministry of Health and United Nations Children's Fund (UNICEF). 2013. *Timor-Leste Food and Nutrition Survey 2013*: <https://nutritioninnovationlab.org/publication/timor-leste-food-and-nutrition-survey-2013-final-report/>

<sup>18</sup> In 2013, 24.8 percent of women and girls of reproductive age – 15–49 years – were underweight and 40 percent were anaemic. Many boys, girls and women also had zinc and vitamin A deficiencies. Among women of reproductive age, 16.7–18 percent were overweight and 3 percent obese. Among men, 8.2–11 percent were overweight and 1 per cent were obese. Ministry of Health. 2013. *Timor-Leste Food and Nutrition Survey, 2013*: <https://ill.ufls.edu/catalog/ufls/16788>. Government of Timor-Leste and Australian Aid. 2015. *Roundtable Dialogue on Nutrition and Food Security – Mapping the Underlying Drivers of Malnutrition in Timor-Leste*. WHO. 2014. *National survey of non-communicable disease risk factors and injuries using WHO STEPS approach in Timor-Leste*: [http://www.who.int/entity/chp/steps/Timor-Leste\\_2014\\_STEPS\\_Report.pdf?ua=1](http://www.who.int/entity/chp/steps/Timor-Leste_2014_STEPS_Report.pdf?ua=1)

<sup>19</sup> Ministry of Health, Australian Aid, UNICEF, 2014. *The Economic Consequences of Undernutrition in Timor-Leste*.

<sup>20</sup> Global Panel on Agriculture and Food Systems for Nutrition, 2016. *The Cost of Malnutrition: Why Policy Action is Urgent*. Technical Brief No. 3. <https://www.glopan.org/sites/default/files/pictures/CostOfMalnutrition.pdf>

<sup>21</sup> Ministry of Health and United Nations Children's Fund (UNICEF). 2013. *Timor-Leste Food and Nutrition Survey 2013*: <https://nutritioninnovationlab.org/publication/timor-leste-food-and-nutrition-survey-2013-final-report/>

not breastfed.<sup>22</sup> Only one quarter of children aged 24–59 months have an adequate diet. Even among urban children in the wealthiest quintile, fewer than 20 percent have a minimum acceptable diet, and no significant differences have been found in child stunting rates between urban and rural areas. For all wealth quintiles, however, wasting rates are higher in urban areas, at 14 percent, than rural areas, at 10 percent. “Fill the nutrient gap” analysis of the affordability and availability of nutritious foods would enhance understanding of the barriers and enabling factors affecting household food insecurity and the quality of the diets of vulnerable groups.

12. While governments pursue the 2030 Agenda more than 25 percent of the global population and more than 60 percent of Timor-Leste’s population will become adults. Making the right investments in empowerment, education and employment for young people can accelerate development in the course of a generation – an effect known as the “demographic dividend”.<sup>23</sup> Childbearing starts early in Timor-Leste, with the median age of 22 for first giving birth among women aged 25–49 years;<sup>24</sup> 24 percent of women have had at least one child by the age of 20. Teenage pregnancies are more frequent among adolescent girls from rural and poor households and with lower levels of education. Mothers aged 15–19 years are at higher risk of undernutrition<sup>25</sup> and maternal mortality, and their babies have the highest rate of stillbirths and infant deaths in the first week of life, at 24 per 1,000 pregnancies. This impairs teenage mothers’ access to labour markets and their participation in the public sphere and exposes them to higher risk of gender-based violence. Mothers’ short stature – of less than 160 cm – is a strong predictor of child stunting in Timor-Leste. The nutrition status of women is poor in both rural and urban areas, with higher levels of underweight in rural areas and of overweight in urban areas.
13. Findings from secondary analysis of nutrition data point to a number of influencing variables for malnutrition, including suboptimal conditions for antenatal care, poor intake and bioavailability of macronutrient- and micronutrient-rich foods for children, and poor absorption capacity and increased nutrition requirements resulting from illness, exposure to aflatoxin and poor sanitation and hygiene. Children’s exposure to aflatoxin is among the highest in the world, with 83.5 percent of children aged 6–59 months affected and no differences by age or wealth quintile.
14. *Smallholder farmers’ productivity and incomes.* Overall, 63 percent of households are engaged in crop production, with maize, cassava and vegetables, farmed mainly by women, being the most common crops; although rice is a staple food, only 25 percent of households produce it.<sup>26</sup> The area of cultivated land dedicated to maize and rice has steadily declined in recent years from more than 76,000 hectares in 2013 to about 48,500 hectares in 2015<sup>27</sup> while average yields have remained low in comparison with yields in neighbouring countries, at 3.29 tonnes per hectare for rice and 2.15 tonnes per hectare for maize.
15. Challenges related to landownership persist; a land act has only recently been approved by Parliament and landownership is currently being registered. Patriarchal cultural and gender norms are an additional constraint to access to land, technology and extension services for women farmers. Rural livelihoods provide incomes for about 70 percent of the population, but with 22 livelihood zones in the country<sup>28</sup> opportunities for maximizing income are very localized and limited. Men generate profits from cash crops such as coffee and rice while most of the crops grown by women are less valuable and are consumed by their families.

<sup>22</sup> Monash University. 2016. *Measuring Undernutrition Among Young Children in Timor-Leste*. Monash Centre for Development Economics and Sustainability Research Paper Series on Timor-Leste. Monash University, Melbourne, Victoria, Australia. [https://drive.google.com/file/d/0BsiFT7ChCZQyMGJbHIWdESTckU/view?usp=drive\\_web](https://drive.google.com/file/d/0BsiFT7ChCZQyMGJbHIWdESTckU/view?usp=drive_web)

<sup>23</sup> The demographic dividend is the accelerated economic growth that may result from decreases in the birth and death rates and the subsequent shift in a population’s age structure. <http://www.unfpa.org/demographic-dividend>

<sup>24</sup> National Statistics Directorate, Ministry of Finance and ICF Macro. 2010. *Timor-Leste Demographic and Health Survey 2009–10*. <https://dhsprogram.com/pubs/pdf/FR235/FR235.pdf>

<sup>25</sup> Ministry of Health and United Nations Children’s Fund (UNICEF). 2013. *Timor-Leste Food and Nutrition Survey 2013*. <https://nutritioninnovationlab.org/publication/timor-leste-food-and-nutrition-survey-2013-final-report/>

<sup>26</sup> Ministry of Agriculture and Fisheries Strategic Plan 2014–2020. <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>

<sup>27</sup> Ministry of Agriculture and Fisheries Statistics Department, reference DAAE-DNPEIG/MAP/IV/2017.

<sup>28</sup> WFP. 2016. *Timor-Leste Consolidated Livelihood Exercise for Analysing Resilience*. <http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp282841.pdf>

16. Social safety nets account for almost 10 percent of the national budget and include unconditional cash transfers and targeted support for vulnerable groups.<sup>29</sup> The impact of social safety nets on nutrition and other social and economic development objectives has not been evaluated.
17. *Sustainable food systems.* Climate change is one of the main challenges affecting rural livelihoods. Timor-Leste has two major weather patterns that influence livelihoods: in the north, unimodal (single season) rainfall limits crop production, while in the south, bimodal (double season) rainfall enables the harvesting of a second crop and the production of root crops or more profitable cash crops such as soybeans, kidney beans and peanuts.
18. Climate change projections show that Timor-Leste will experience increased temperatures and decreased rainfall in most of the country<sup>30</sup> apart from Oecusse district. The combination of these trends will affect the magnitude of droughts and floods and the suitability of major crops, including coffee, the main export crop.
19. Changes in rainfall amounts and the onset of the rainy season affect the suitability of paddy and cash crops. Increases in temperature and shorter but intense rainy seasons increase the risks of both drought and flood. Only 17 percent of cultivable land is utilized and the availability of wild foods in the lean season is declining because of deforestation. Women face more challenges than men in gaining access to land, technology and training in entrepreneurial management. This increases the time that women must spend foraging, threatens to widen the gender gap in food consumption and reduces dietary diversity for vulnerable communities, especially following natural disasters. The unpaid care and domestic work that is predominantly undertaken by women and girls is made more difficult by climate change and represents a significant element of sustainable food systems that is not recognized or counted.<sup>31</sup>
20. *Genetic diversity and seed banking systems.* Timor-Leste has many different types of landscape, each with its own climate, agro-ecological characteristics and economy, and a large number of indigenous crops that are unique to the country or region. There is no national or regional seed bank, but the main stakeholders recognize the need to focus on indigenous crops that are nutritious and resilient to climate change. The introduction of new crops and new varieties of traditional crops, and the biodiversity of both cultivated and wild food, can contribute to improving the quality and diversity of diets.

#### *Macroeconomic environment*

21. Timor-Leste is currently reliant on oil and gas revenue, which accounts for 89 percent of national income.<sup>32</sup> In recent years, the national budget<sup>33</sup> has relied on withdrawals from the country's Petroleum Fund<sup>34</sup> to finance expenditure, particularly for infrastructure development. The long-term viability of this depends on having sustainable domestic revenue streams.

<sup>29</sup> Through the *Soba da Mãe* programme and support for elderly people, persons with disabilities and veterans.

<sup>30</sup> Pacific-Australia Climate Change Science and Adaptation Planning Program. 2015. Current and future climate of Timor-Leste: [https://www.pacificclimatechangescience.org/wp-content/uploads/2013/06/5\\_PACCSAP-Timor-Leste-9pp\\_WEB.pdf](https://www.pacificclimatechangescience.org/wp-content/uploads/2013/06/5_PACCSAP-Timor-Leste-9pp_WEB.pdf)

<sup>31</sup> Conference on Economics, Public Policy and Administrative Development. 2014.

<sup>32</sup> Timor-Leste Institute for Development Monitoring and Analysis. 2014. 2014 Timor-Leste and Development Partners Meeting, July 2014. The Double Digit Disappears, April 2014: <http://www.lachamutuk.org/>

<sup>33</sup> Timor-Leste has institutionalized gender-responsive budgeting that ensures that women and girls and men and boys benefit equally from government expenditures.

<sup>34</sup> The Government deposits surplus wealth from petroleum and gas into the Petroleum Fund, a sovereign wealth fund. <https://www.mof.gov.tl/budget-spending/petroleum-fund/>

	2013	2014	2015	2016	2017	2018
<b>Total expenditure</b>	1 081.4	1 337.4	1 340.2	1 952.9	1 386.8	2 271.0
<b>Financed from:</b>						
Non-oil revenues	151.1	170.2	170.0	171.4	206.2	219.3
Petroleum Fund interest income	787.0	632.3	638.5	544.8	481.6	475.1
Petroleum Fund withdrawals	(57.0)	99.7	640.0	1 129.7	597.1	1 265.9
Other	200.3	435.2	(108.3)	107.0	101.9	310.7
<b>Total revenue</b>	1 081.4	1 337.4	1 340.2	1 922.9	1 386.8	2 271.0

Source: Ministry of Finance. 2016. *State Budget 2017, Book 1, budget overview*. [https://www.mof.gov.tl/wp-content/uploads/2016/10/Final\\_Final\\_BB1\\_Final\\_English\\_01Feb2017.pdf](https://www.mof.gov.tl/wp-content/uploads/2016/10/Final_Final_BB1_Final_English_01Feb2017.pdf)

22. About one third of the country's non-oil GDP is generated by the agriculture sector, including industrial tree crops – mainly coffee – which contribute 23 percent of export earnings and about 80 percent of non-oil exports.<sup>25</sup>

#### *Key cross-sector linkages*

23. The strategic outcomes of this country strategic plan (CSP) will contribute to attainment of SDGs 2 and 17 and have an impact on the cross-cutting goals – SDGs 5 and 16 – which the Government has stated will link the three phases of its Strategic Development Plan 2011–2030.<sup>26</sup> The CSP's two strategic outcomes leverage the synergy and interdependence among SDG 4 on education, SDG 5 on gender equality and SDG 13 on climate action to move towards sustainable development. Under the national Zero Hunger Challenge action plan,<sup>27</sup> the cross-sector National Council for Food Security, Sovereignty and Nutrition in Timor-Leste (KONSSANTIL) provides the platform for bringing together ministries and other stakeholders and coordinating activities related to SDG 2. Food security is important for the achievement of SDG 16, and peace is seen as the foundation for national development.<sup>28</sup>

#### **1.3 Hunger gaps and challenges**

24. In 2016–2017, an independent strategic review of the opportunities and requirements for attaining SDG 2 – the “SDG 2 strategic review” – was carried out. It involved extensive consultations with stakeholders at the central level and in selected municipalities, including in the Government, United Nations agencies, financial institutions, civil society, the private sector, academia and community groups of women and men.
25. The strategic review identified the following main requirements for promoting food and nutrition security: ensuring that national social safety net programmes meet the needs of vulnerable people, including through food fortification, and are sensitive to gender and nutrition concerns; improving the management and nutrition content of school meals; addressing wasting and stunting through food-based approaches, education and social and behaviour change communication; mitigating wasting by scaling up the national integrated management of acute malnutrition programme; investing in women farmers, including their access to land, to increase women's empowerment and agricultural productivity; and improving the coordination of food security and nutrition actors

<sup>25</sup> Ministry of Agriculture and Fisheries Strategic Plan 2014–2020. <http://extwprlegs1.fao.org/docs/pdf/tim149148.pdf>

<sup>26</sup> Minister of State and Presidency of the Council of Ministers. 23 May 2017. “Government launches roadmap for implementation of 2030 Agenda”, press release, 23 May 2017. <http://timor-leste.gov.tl/?p=18005&lang=en>

<sup>27</sup> KONSSANTIL. 2014. *Zero Hunger Challenge. National Action Plan for a Hunger and Malnutrition Free Timor-Leste*. [http://www.fao.org/fileadmin/templates/vsp/files/ESP/Action\\_plan\\_for\\_a\\_hunger\\_\\_\\_malnutrition\\_free\\_Timor-Leste\\_update.pdf](http://www.fao.org/fileadmin/templates/vsp/files/ESP/Action_plan_for_a_hunger___malnutrition_free_Timor-Leste_update.pdf)

<sup>28</sup> Minister of State and Presidency of the Council of Ministers. 23 May 2017. “Government launches roadmap for implementation of 2030 Agenda”, press release, 23 May 2017. <http://timor-leste.gov.tl/?p=18005&lang=en>

throughout the country by strengthening the coordination mechanism, funding and accountability of KONSSANTIL.

#### 1.4 Country priorities

##### *Government*

26. At independence in 2002 Timor-Leste was both socially and physically devastated. A comprehensive strategic development plan was first published in 2002 and has been regularly revised and updated since then. The current plan, for 2011–2030, is a “living document” closely aligned with the SDGs. Government ministries base their own strategies and plans on this comprehensive document.
27. The National Nutrition Strategy 2014–2019,<sup>39</sup> the National Food and Nutrition Security Policy<sup>40</sup> and the Zero Hunger Challenge plan of action for 2014–2025<sup>41</sup> emphasize the need for a coordinated multi-sector approach to accelerate the reduction of all forms of malnutrition. KONSSANTIL was established under the Zero Hunger Challenge plan of action in order to coordinate, plan, budget and implement the action plan in seven ministries.
28. The agriculture and fisheries strategic plan<sup>42</sup> recognizes the fundamental importance of agriculture to Timor-Leste’s economy and the impact of agriculture on poverty reduction, food and nutrition security, economic growth and income and employment generation through its linkages to other sectors of the economy.
29. The Prime Minister’s office developed a road map for the implementation of the 2030 Agenda and achievement of the SDGs that<sup>43</sup> sequences the priorities for different SDGs in three phases aligned with the Strategic Development Plan 2011–2030 and culminates in the eradication of poverty by 2030.<sup>44</sup> The initial phase focuses on people-related SDGs, including SDG 2.
30. A country gender assessment<sup>45</sup> carried out in 2014 shows that considerable progress has been made in enhancing gender equality, which is an important element of the Government’s strategic development plan and has been embedded in the national normative framework since independence, along with related legislation and action plans. The Government has recently promulgated the National Action Plan on Gender-Based Violence 2017–2020,<sup>46</sup> which promotes a multi-sector approach centred on survivors of gender-based violence to prevent and address all forms of gender-based violence, particularly domestic violence.<sup>47</sup> Concerns remain, however, as

<sup>39</sup> Ministry of Health. 2013. National Nutrition Strategy 2014–2019:

<https://extranet.who.int/nutrition/gina/sites/default/files/TLS%202014%20National%20Nutrition%20Strategy.pdf>

<sup>40</sup> Government of Timor-Leste. 2014. National Food and Nutrition Security Policy:

<https://extranet.who.int/nutrition/gina/sites/default/files/TLS%202014%20National%20Food%20and%20Nutrition%20Security%20Policy.pdf>

<sup>41</sup> KONSSANTIL. 2014. *Zero Hunger Challenge. National Action Plan for a Hunger and Malnutrition Free Timor-Leste*:

[http://www.fao.org/fileadmin/templates/vap/files/ESP/Action\\_plan\\_for\\_a\\_hunger\\_\\_\\_malnutrition\\_free\\_Timor-Leste\\_update\\_.pdf](http://www.fao.org/fileadmin/templates/vap/files/ESP/Action_plan_for_a_hunger___malnutrition_free_Timor-Leste_update_.pdf)

<sup>42</sup> Ministry of Agriculture and Fisheries Strategic Plan 2014–2020: <http://extwprlegs1.fao.org/docs/pdf/149148.pdf>

<sup>43</sup> Global Conference on the 2030 Agenda: a Roadmap for the Sustainable Development Goals in Fragile and Conflict-affected States. 21–23 May 2017, Dili.

<sup>44</sup> Minister of State and Presidency of the Council of Ministers. 23 May 2017. “Government launches roadmap for implementation of 2030 Agenda”, press release, 23 May 2017: <http://timor-leste.gov.tl/?p=18005&lang=en>

<sup>45</sup> Asian Development Bank, Government of Timor-Leste and UN-Women. 2014. *Timor-Leste: Country Gender Assessment*:

<https://www.adb.org/sites/default/files/institutional-document/84126/timor-leste-country-gender-assessment.pdf>

<sup>46</sup> Secretariat of State for the Support and Socio-economic Promotion of Women. 2017. *National Action Plan on Gender-Based Violence 2017–2020*: <http://www2.unwomen.org/-/media/field%20office%20essia/docs/publications/2017/10/170509-pan-eng-s.pdf?w=4905>

<sup>47</sup> The Timor-Leste Demographic and Health Survey of 2009–2010 indicated that 38 percent of women aged 15–49 years had suffered from physical violence, particularly from their intimate partners, and that 86 percent of women and 81 percent of men perceived it as normal for husbands to beat their wives in certain circumstances. In spite of the 2010 law on domestic violence (law no. 7/2010), which criminalizes domestic violence, cases are still seen as private matters and are underreported. Women and children in Timor-Leste are victimized by various forms of violence resulting from structural and cultural factors, including child marriage, corporal punishment in homes and schools and domestic violence, including marital rape. Poverty intensifies the stress put on women in these circumstances. Silove, D., Rees, S., Tan, N. *et al.* 2015. Prevalence and correlates of explosive anger among pregnant and post-partum women in post-conflict Timor-Leste. *British Journal of Psychiatry*, 1(1): 34–41.

<http://bjpo.rpsych.org/content/1/1/34>

domestic violence is pervasive, maternal mortality remains high and significant gender gaps persist in the labour market and participation in local government.

31. The Timor-Leste emergency response and preparedness plan sets out the roles and responsibilities of stakeholders in coordinating their activities in response to natural disasters.
32. Timor-Leste aims to join the Association of Southeast Asian Nations (ASEAN) and is seeking a rapid resolution to disputes over the maritime boundary with Australia in order to strengthen its economic ties within the region.

#### *United Nations and other partners*

33. The United Nations development assistance framework (UNDAF) for 2015–2019 is the result of joint efforts by the Government and the United Nations system to establish a strategic programme framework for supporting the attainment of national priorities. It reflects the aspirations of the 2030 Agenda and is structured to support the national strategic development plan through work under four thematic pillars: social capital development, infrastructure development, economic development and government and institutional development.
34. Addressing challenges to food security and the high rates of malnutrition are priorities in the social capital pillar, with the aim of improving the health of the population, reducing poverty, increasing income levels and improving national productivity. Partnership agreements with the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO) provide an integrated approach to managing moderate and severe acute malnutrition and collaborating on nutrition information systems, emergency preparedness and response and social and behaviour change communication.
35. The importance of agriculture for future economic and social development is recognized, with major donors leading and driving projects that focus on the transition from subsistence to market-oriented agricultural production. The Food and Agriculture Organization of the United Nations (FAO) is piloting conservation farming projects to support improved productivity, increase farmers' resilience to climate change and reduce post-harvest losses. Maintaining a safe food supply will help to address the high levels of aflatoxin contamination, which is a contributing factor to child stunting.
36. The United Nations Population Fund (UNFPA) focuses on providing integrated sexual and reproductive health services, increasingly prioritizing the delivery of such services to adolescent girls.<sup>48</sup> Working with the Women's Parliamentary Group, UNFPA has contributed to the development of a road map on sexual and reproductive health rights, which includes specific actions for nutrition, and conducted research on pregnancy among teenage girls and early marriage in Timor-Leste.<sup>49</sup> In support of the national youth policy,<sup>50</sup> UNFPA is also leading a joint United Nations initiative for youth-responsive programming and budgeting.
37. Non-governmental organizations (NGOs) provide capacity development and policy support and implement projects for food and nutrition security, disaster preparedness and early warning.
38. Traditional donors provide multi-year development assistance either directly to the Government or through international organizations; other donors provide bilateral technical cooperation. The amount of donor support is declining, from USD 263 million in 2014 to USD 156 million in 2017, and is forecast to fall to USD 40 million in 2020.<sup>51</sup>

<sup>48</sup> UNFPA programme activities 2015: <https://www.unfpa.org/es/transparency-portal/unfpa-timor-leste>

<sup>49</sup> Secretariat of State for Youth and Sports, UNFPA, Plan International. 2017. *Teenage Pregnancy and Early Marriage. Research on the Decision-Making Pathways of Young Women in the Municipalities of Covilima, Aileu and Díli*: <http://timor-leste.unfpa.org/sites/default/files/pub-pdf/REPORTPEMLOW/RESOLUTIONFINAL.pdf>

<sup>50</sup> Secretary of State for Youth and Sport. 2007. *National Youth Policy of Timor-Leste*: [http://www.youthpolicy.org/national/Timor\\_Leste\\_2007\\_National\\_Youth\\_Policy.pdf](http://www.youthpolicy.org/national/Timor_Leste_2007_National_Youth_Policy.pdf)

<sup>51</sup> Ministry of Finance. Aid transparency portal, 2016: <https://www.mof.gov.tl/aid-effectiveness/aid-transparency-portal/?lang=en>

## 2. Strategic implications for WFP

### 2.1 WFP's experience and lessons learned

39. WFP's support in Timor-Leste has evolved as development has progressed. In 1999, following the departure of Indonesian forces, WFP focused on life saving activities, providing unconditional food transfers to internally displaced persons as they started to rebuild their lives. As the Government brought security and stability, WFP shifted to recovery and relief work, focusing on food assistance for assets and social safety nets, managing a school meals programme and supporting the development of disaster response and early warning procedures. More recently, WFP has supported programmes for treating and preventing malnutrition and for building reliable, efficient and effective supply chain mechanisms.
40. The Timor-Leste country portfolio evaluation<sup>33</sup> for 2008–2012 led to a recommendation for increasing the focus on capacity development, and WFP's programme of work has tended towards a gradual transfer of delivery of services to the Government and a greater role for WFP in capacity strengthening at both the national and subnational levels.
41. The evaluation found that the incorporation of gender concerns into the portfolio was weak. There was a lack of gender mainstreaming in programme design, monitoring, reporting and advocacy because of limited staff capacity and support. Recent articles published in *The Lancet*<sup>34</sup> have reinforced the need to address this, noting the importance of targeting adolescent girls. The SGD 2 strategic review and the second President's national roundtable on food and nutrition security<sup>34</sup> identified the need to prioritize young people through three main activities:
  - engaging schoolchildren and youth groups as agents for change;
  - empowering women and girls by defining and promoting practices for improving the nutrient intake of adolescent girls and women; and
  - improving households' nutrition practices through school activities that build skills and raise awareness among adolescent girls in relation to protecting foetal, infant and young child growth.
42. Since 2008/09 WFP has partnered with the private sector company Timor Global, which produces the fortified blended food – Timor Vita – that WFP uses for its supplementary feeding programme. While the partnership was designed to support local farmers' production and the local economy, there have been continued challenges regarding the reliability of production and the cost of Timor Vita compared with similar international products. WFP has therefore recently sought to share the cost burden with government ministries that have overlapping mandates, advocate for parallel imports of SuperCereal to ensure continuity of supply, and encourage stronger management practices and efficiencies in Timor Global.
43. An independent mid-term evaluation of the current integrated nutrition project funded by the European Union and implemented jointly by WFP and UNICEF concludes that the programme is achieving its objectives but might have been more efficient if the roles of the two organizations and a shared timeframe had been more clearly defined at the outset.
44. In 2016, in response to the threat from El Niño and in partnership with ministries, WFP conducted a livelihood resilience survey to help target immediate interventions and to provide insights regarding future risks, including the impact of climate change on communities' livelihoods. The SDG 2 strategic review noted the trend in concentrating agricultural production on a few genetic seed types and highlighted the risks to food security that the impact of climate change could have under such circumstances.

<sup>33</sup> WFP Office of Evaluation. 2013. *Country Portfolio Evaluation. Timor-Leste: An Evaluation of WFP's Portfolio (2008–2012)*. Reference OE/2013/001: <http://documents.wfp.org/stellent/groups/public/documents/reports/wfp257249.pdf>

<sup>34</sup> Sheehan, P. et al. 2017. Building the foundations for sustainable development: a case for global investment in the capabilities of adolescents. *The Lancet*, 390(10104): 1792–1806. [http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(17\)30872-3/abstract](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)30872-3/abstract)

<sup>35</sup> The first roundtable dialogue was held in November–December 2015 and the second in May 2017.

45. WFP participated in the 2016 disaster response exercise of the Pan Pacific Partnership, which was facilitated by the Government of Timor-Leste and the United Nations Office for the Coordination of Humanitarian Affairs. The exercise brought together government, military, United Nations and NGO representatives in a simulation to develop understanding of the operational roles each actor might play in an emergency. A local tsunami response exercise was also conducted in 2016 with the participation of various agencies.

## 2.2 Opportunities for WFP

46. The strategic review identified priorities for each of the five national targets related to SDG 2. The comparative advantages of WFP offer opportunities to support the Government and communities by continuing to provide treatment for malnutrition while the Government develops its capabilities and WFP prepares to shift to preventing malnutrition through more extensive social and behaviour change communication, including communications targeting adolescent girls and men; conducting an impact analysis of the effects of social safety net programmes on nutrition and agricultural production; promoting the consumption of locally available nutrient-rich foods as a means of promoting diet diversity; supporting small-scale farmers along the value chain, including through continued support to the development of fortified foods and legislation on food fortification; and facilitating regular supplies and disaster preparedness in communities through effective and efficient supply chain management. Other priorities identified in the strategic review are better suited to other actors.

## 2.3 Strategic changes

47. The CSP aims to address the challenges identified and proposes priority actions based on findings from evaluations and impact assessments, the SDG 2 strategic review and consultations with the Government, development partners and communities. These consultations, and feedback from communities regarding WFP's El Niño response, highlighted the importance of continuing to provide food assistance in the short term while recognizing the longer-term need for WFP to strengthen national and local capacities and invest in sustainable food security and nutrition programmes to support the country's progress towards middle-income country status and SDG 2. This provides an opportunity for a strategic shift to a gender-transformative approach that involves men, boys and adolescent girls, including persons with disabilities.
48. The CSP builds on WFP's long-term partnership with the Government and its comparative strengths and complementarities with partners. It is aligned with the national strategic development plan and supports the social capital and institutional development pillars of the UNDAF (2015–2019). It contributes to WFP's Strategic Results 2 and 5.

## 3. WFP's strategic orientation

### 3.1 Direction, focus and intended impacts

49. The national Zero Hunger Challenge plan of action, nutrition strategy and food and nutrition security policy provide the overall framework for WFP's contribution to achieving national food security and nutrition priorities and targets. KONSSANTIL coordinates interministerial actions for achieving this collective goal. Both of WFP's strategic outcomes contribute directly and in an integrated way to the goal, and WFP and FAO are active members of the KONSSANTIL forum.
50. The vision is for WFP to continue to shift from the provision of food assistance to policy engagement and capacity development for a gradual hand-over to community-run and government-financed programmes.
51. In alignment with the Government's social audit strategy and decentralization policy and WFP's commitments to social and behaviour change communication and accountability to affected populations, WFP reaffirms the Government and its institutions as its primary partners and puts communities at the centre of all action, ensuring that equitable participation in and ownership of activities are gradually incorporated into local development plans and structures.



52. In accordance with the WFP Strategic Plan (2017–2021),<sup>55</sup> the Gender Policy (2015–2020)<sup>56</sup> and the WFP Gender Action Plan,<sup>57</sup> gender and disability concerns will be integrated throughout the development, implementation and monitoring of the CSP to ensure gender-transformative programmes and policies for a world free of hunger. WFP will thus ensure the sex- and age-disaggregation of all person-related data; the embedding of gender analysis in all assessments, research, technical assistance, knowledge, information management and related work; the mainstreaming of gender issues into programmes, policies and capacity strengthening initiatives; and the engagement of women, men, girls and boys, including persons with disabilities – and their organizations and institutions – in a manner that is empowering, fosters equality of outcome and advances gender equality.

### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

*Strategic outcome 1: Children under 5, adolescent girls and pregnant and lactating women have improved nutrition towards national targets by 2025*

53. WFP will contribute to the achievement of national targets for improving nutrition and access to adequate, nutritious and affordable food all year round, as stated in the national Zero Hunger Challenge plan of action, nutrition strategy and food and nutrition security policy. The overarching goal is a hunger- and malnutrition-free Timor-Leste by 2025, contributing to the achievement of SDG target 2.2 by 2030 and to WFP's Strategic Result 2.

#### *Focus area*

54. This strategic outcome will focus on addressing the root causes and underlying determinants of malnutrition by increasing the availability of and access to nutrient-dense food for targeted individuals, raising awareness of nutrition- and health-related topics and improving the quality of nutrition services by enhancing the capacities of institutions and generating evidence on effective interventions and delivery mechanisms. WFP's delivery of nutrition services aims to fill existing capacity gaps while establishing sustainable solutions for improving nutrition outcomes throughout Timor-Leste.

#### *Expected outputs*

55. The nutrition security of targeted individuals and vulnerable populations will be enhanced through a dual approach that includes the provision of services and nutrient-dense foods coupled with capacity building and technical support for national initiatives.
56. Strategic outcome 1 will be achieved through two outputs:
- Targeted individuals (tier 1) receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment.
  - Vulnerable populations (tier 3) benefit from strengthened government capacity to implement national nutrition programmes that are grounded in gender equality in order to improve nutrition status.

#### *Key activities*

*Activity 1: Provide nutritious food and raise awareness through social and behaviour change communication for targeted individuals.*

57. In collaboration with FAO, UNFPA, UNICEF, UN-Women, WHO, donors and local partners, WFP will support the Ministry of Health and KONSSANTIL in accelerating progress in the implementation of prioritized nutrition-specific interventions for the reduction of malnutrition and micronutrient deficiencies among children, adolescent girls and pregnant and lactating women as established in the national nutrition strategy implementation plan and the Zero Hunger Challenge plan of action. In particular, the activity will contribute to the national nutrition strategy's strategic priority 1 on improved nutrient intake for pregnant and lactating women, children under 5 and

<sup>55</sup> WFP/EB.2/2016/4-A/1/Rev.2.

<sup>56</sup> WFP/EB.A/2015/5-A.

<sup>57</sup> WFP/EB.1/2016/4-B.

adolescent girls, and strategic priority 5 on optimal gender sensitive nutrition behaviour and practices promoted through social mobilization and behaviour change communication.

58. This activity will address the specific needs of the following target groups: children aged 6–23 months, with malnutrition prevention interventions focused on improving complementary feeding and dietary diversity; girls and boys aged 6–59 months, with prevention and treatment of moderate acute malnutrition in accordance with national guidelines on integrated management of acute malnutrition; pregnant and lactating women and girls, by responding to their increased nutrition needs through the provision of fortified food and improving care practices through behaviour change communication on nutrition, health, sanitation and hygiene; men, boys and community influencers, to increase their awareness of, advocacy for and engagement in optimal mother and child nutrition practices and the links between these and water, sanitation and hygiene, health and food security activities; and adolescent girls and boys, with gender sensitive messages and discussions regarding nutrition, gender equality and reproductive health appropriate to this age group.
59. To accelerate progress in reducing wasting, in partnership with the Ministry of Health, UNICEF and WHO, WFP will support the implementation of integrated management of acute malnutrition and its scale up to nationwide coverage by providing specialized nutritious foods and enhanced community mobilization and awareness raising activities that contribute to early case detection and reduced default rates. Based on national guidelines, treatment of acute malnutrition activities will target girls and boys aged 6–59 months and pregnant and lactating women and girls. WFP's provision of specialized nutritious foods to these target groups is envisaged to end in 2019 with full transfer of the activity to the Ministry of Health by 2020. This is in line with recommendations for increasing the capacity to treat seasonal and emergency levels of acute malnutrition, which were made in the SDG 2 strategic review.
60. A community-based approach to the management of acute malnutrition will be used as a platform for activities aiming to treat and prevent all forms of malnutrition, with increasing focus on prevention and the inclusion of adolescent girls occurring in parallel with the phase out of specialized-food-based interventions for the treatment of acute malnutrition by 2019. Prevention of both undernutrition and obesity will follow a multi-pronged approach, including social and behaviour change communication at health facilities and in communities and households, with links to programmes for improving access to safe water, sanitation and hygiene facilities in line with the "WASH" (water, sanitation and hygiene) nutrition approach<sup>38</sup> and recommendations made in the strategic review. The Ministry of Health's communications package for mother and child health and nutrition, together with national guidelines for mother support groups, will form the basis for this activity. The social and behaviour change communication strategy will adopt a gender transformative approach that challenges harmful gender norms and roles, gender relations and power inequalities at the household and community levels, including with regard to access to and control over resources and participation in decision making in households and communities. Activities will provide safe spaces for women, men, adolescent girls and boys, including persons with disabilities to discuss effective gender sensitive nutrition, complementary feeding and care practices, reproductive health, hygiene and sanitation as core components in reducing child stunting. A gender and age sensitive nutrition analysis will be conducted to identify entry points for effective interventions and service delivery mechanisms for ensuring the participation of adolescent girls and boys and men in social and behaviour change communication activities, including through the engagement of local and religious leaders, youth clubs and mother support groups.

<sup>38</sup> Action Contre la Faim. 2017. *WASH' Nutrition: A practical guidebook on increasing nutritional impact through integration of WASH and nutrition programmes*. [http://www.actioncontrelafaim.org/sites/default/files/publications/fichiers/wmanuel\\_wash\\_nutrition\\_online.pdf](http://www.actioncontrelafaim.org/sites/default/files/publications/fichiers/wmanuel_wash_nutrition_online.pdf)

*Activity 2: Provide the Government and partners with technical assistance and evidence for enhancing the efficiency of national programmes and safety nets.*

61. In line with the national nutrition strategy's aim to improve policies and capacity for multi-sector nutrition action – strategic priority 6<sup>59</sup> – and provide evidence for programme design – output 3.1.4 – WFP will provide technical assistance and build the evidence base for nutrition and food security interventions in Timor-Leste. Support for nutrition assessments will also be provided. This activity will involve close collaboration with KONSSANTEIL on fostering an enabling environment through enhanced effectiveness of nutrition coordination mechanisms at the national and subnational levels and the development of cohesive policies and regulatory frameworks for nutrition. In particular, the country office will carry out the following actions:

- Undertake a “Fill the Nutrient Gap” analysis to assess people’s access to and needs for nutrients, with support from WFP headquarters and the regional bureau and in collaboration with key partners. Through the compilation and analysis of nutrition and food security data, including analyses of the cost of diet and the policy environment, the Fill the Nutrient Gap analysis will contribute to national dialogue and inform decision making on evidence-based nutrition programmes and future policies. It will also define ways to address the nutrient gaps of adolescent girls and vulnerable groups identified through the analysis.
- Conduct contextual operational research to identify effective interventions for managing acute malnutrition that are relevant to Timor-Leste and based on internationally agreed research priorities identified by the No Wasted Lives coalition,<sup>60</sup> with a view to recommending improvements in the quality, delivery and scale of the integrated management of acute malnutrition programme and contributing to the national and global evidence base for the treatment of acute malnutrition.
- Advocate for, provide technical assistance in and build a robust coordination mechanism for food fortification as a means of addressing micronutrient deficiencies, particularly through the introduction of rice fortification. Capacity strengthening activities will include developing and implementing a national food fortification strategy based on a market analysis and studies of the acceptability to consumers of various products; developing a regulatory framework, guidelines, standards and business plans for providing fortified rice through social protection and commercial channels; supporting a multi-sector coordination platform for food fortification; strengthening the Government’s external monitoring and quality assurance and control mechanisms; building consumer awareness and demand for fortified foods in targeted communities; and sharing information and evidence through workshops and dialogue. In addition, WFP will continue to work with the public-private partnership for local production of the fortified food Timor Vita and seek to develop new age-appropriate nutrient-dense products suitable for the social protection and commercial markets.

62. Timor-Leste is very vulnerable to slow-onset droughts, flash floods, landslides and wildfires. Should any such shock occur, work under this strategic outcome will enable WFP to respond by contributing to the prevention and management of moderate acute malnutrition in line with the nutrition cluster’s contingency plan for Timor-Leste.

*Strategic outcome 2: National and subnational government institutions have increased capacity sustainably to deliver food-, nutrition- and supply chain related services by 2020*

63. Building on WFP’s comparative advantages in monitoring and evaluation, supply chain management and service delivery at the municipal level, this outcome is intended to develop capacity in these areas in government ministries. This strategic outcome contributes to SDG target 17.9 and WFP’s Strategic Result 5.

<sup>59</sup> Ministry of Health, 2013, National Nutrition Strategy 2014–2019: <https://extranet.who.int/nutrition/gina/sites/default/files/TLS%202014%20National%20Nutrition%20Strategy.pdf>

<sup>60</sup> [www.nowastedlives.org](http://www.nowastedlives.org)

### Focus area

64. This strategic outcome focuses on resilience building by enhancing the capacity of the Government in the monitoring and evaluation of safety net programmes, including school meals programmes, and in supply chain management, particularly for health and logistics activities. Concurrently, the capacity of staff in decentralized structures, including at the municipal level, will be strengthened to ensure equitable, effective and efficient service delivery at the community level.

### Expected outputs

65. This outcome is linked to SDG 5 in that it embeds gender equality in normative frameworks, social protection programmes and supply chains. Vulnerable groups (tier 3) benefit from government programmes that are informed by quality disaggregated data and analysis and supported by increased capacities in central and local government to manage supply chains, thus ensuring access to food and medical supplies.

### Key activities

*Activity 3: Provide the Government and partners with technical expertise for improved targeting, monitoring and programme analysis.*

66. Through the Ministry of Social Solidarity, the Government launched *Bolsa da Mãe*, or “Mother’s Purse”, in early 2008. This social assistance programme has appropriate and well-defined targets and will support the Government’s efforts to move towards a more effective social protection system, lifting poor households out of poverty by providing cash transfers. A major advantage of building on *Bolsa da Mãe* is that it is the only programme in Timor-Leste that aims to build human capital through the promotion of school attendance. The programme provides cash transfers of USD 5 per child per month for up to three children.
67. Since its launch in 2008, the *Bolsa da Mãe* programme has expanded significantly to provide assistance to poor people nationwide. The programme initially covered 7,051 households with children, but in 2014 it provided cash transfers to 55,488 vulnerable households. In line with the Government’s commitment to addressing the risks and vulnerabilities of households with children, the budget allocation for the programme has increased to support this expansion. The total budget for cash transfers was USD 9 million in 2014, accounting for 6 percent of the Ministry of Social Solidarity’s total budget for that year.
68. The cash transfers are aimed at stimulating households to invest in the health, nutrition and education of their children, thus enhancing human capital. A household is eligible for the transfers only if all children in the household aged 6–17 years are enrolled in school and attend on at least 80 percent of school days and if all children up to 12 months of age receive all mandatory vaccinations.
69. One challenge facing the programme has been difficulty in monitoring beneficiary compliance<sup>61</sup> with these conditions owing due to a lack of administrative capacity. The conditions are therefore “soft” meaning that there are no consequences in terms of transfers received if beneficiaries do not comply with them. Effective monitoring systems are lacking and a study on the impact of these conditional cash transfers on school attendance is needed.
70. WFP will support the Government’s efforts to strengthen its national social protection systems under the *Bolsa da Mãe* programme by making available the WFP corporate digital beneficiary and transfer management platform (SCOPE) to enable the establishment and management of sex- and age-disaggregated registers of beneficiaries, with updated socio-economic and nutrition data on all household members in order to facilitate the targeting of nutritionally vulnerable groups, including vulnerable women, elderly people, orphans and persons with disabilities. The *Bolsa da Mãe* programme will also serve as a platform for disseminating nutrition sensitive and gender transformative social and behaviour change communications tailored to various groups participating in the social protection system, including nutrition specific and nutrition sensitive messages promoting diet diversification using locally available foods, access to education for

<sup>61</sup> World Bank. 2013. Timor-Leste Social Assistance Public Expenditure and Program Performance Report. Report No. 73484-TF. <http://documents.worldbank.org/curated/en/193531468117251571/jp207348409/WFP126300PER000240/une00eng.pdf>

girls, increased demand for health and nutrition services and gender equality, while addressing discriminatory and harmful attitudes and behaviours. Social and behaviour change communications will be based on the comprehensive social and behaviour change communication strategy envisaged under activity 1.

71. In addition, WFP will support the Government in using the opportunities offered by South–South cooperation with the WFP centre of excellence against hunger in Brazil and strategic partnerships in China and India in order to benefit from knowledge, resources, technologies and technical assistance for sustainable implementation of the *Bolsa da Mãe* programme. WFP will also explore solutions and innovations identified by Timor-Leste as “national successes”, such as health care reform and the Ministry of Health’s basic health services package,<sup>62</sup> which might have potential for being shared with other developing countries.

*Activity 4: Provide the Government and partners with technical expertise for the development of an efficient and effective supply chain management system.*

72. The partnership with the private sector company Timor Global and the distribution arm of the Ministry of Health – the central pharmacy (SAMES, *Serviço Autónomo de Medicamentos e Equipamentos de Saúde*) – in 2016 and 2017 led to a successful pilot of supply chain management for pharmaceutical and therapeutic foods in one municipality, which resulted in cost savings through timely procurement and distribution of medicines to targeted locations. The piloted approach prevents both pipeline breaks and overstocking of expensive medicines and enables real-time tracking of use at each health post. WFP will explore opportunities for integrating systems and activities that promote gender equality into supply chain management and will continue to provide technical assistance through the deployment of WFP staff at the municipal and national levels and through enhanced support for national policies and strategies for SAMES, the Ministry of Health and other ministries, particularly the Ministry of Commerce, Industry and Environment.
73. Building on the success of mSupply Mobile<sup>63</sup>, support will continue to be provided on stock management software integrated into the electronic health register of “Saúde na Família” (Health in the Family) and to develop the technical skills of all stakeholders.
74. WFP will support the Ministry of Commerce, Industry and Environment, particularly its National Logistics Centre, in strengthening supply chain management practices through warehouse management training, improved storage, handling and transport planning and practice; and strategic policy support on grain reserves and distribution planning particularly for disaster preparedness activities and safety net interventions and distributions, but also to help curb the prevalence of aflatoxin in locally grown food.
75. The activity will include support for the Ministry of Education in addressing the specific supply chain management challenges of the ministry’s school meals programme, including in product specification and choice, distribution modality options and distribution planning and tracking.
76. Considering the high levels of aflatoxin and their correlation to child stunting in Timor-Leste, WFP, in collaboration with FAO and WHO, will support the development of food safety policies and quality standards in food production.

### 3.3 Transition and exit strategies

77. The CSP covers a transitional period and represents an important shift in WFP’s role, from the direct implementation of development programmes to the provision of capacity strengthening support in the prevention of malnutrition, awareness raising and behaviour change activities. Decision making and service delivery will be facilitated by an effective supply chain mechanism, complementary knowledge management and effective monitoring and evaluation.

<sup>62</sup> Of the 188 nations in the health-related SDG index for the period 2000–2015, Timor-Leste is rated as having made the most progress: <http://timor-leste.gov.tl/?p=16239&lang=en>; and Measuring the health-related Sustainable Development Goals in 188 countries: a baseline analysis from the Global Burden of Disease Study 2015: [http://www.thelancet.com/journals/lanct/article/PIIS0140-6736\(16\)31467-2/fulltext](http://www.thelancet.com/journals/lanct/article/PIIS0140-6736(16)31467-2/fulltext)

<sup>63</sup> mSupply© is software designed for stock management of medical supplies. It is currently used in more than 35 countries, including in Africa, Asia and the Pacific region.

78. WFP will ensure that activities are aligned with national programmes and integrated into the Government's development plans in order to enable gradual hand over. WFP will develop and augment capacities at all levels of government and in communities, including capacities for advancing gender equality as a requirement for achieving food and nutrition security. WFP will promote women's empowerment by fostering an environment where women can make decisions for their own benefit and choices that affect their households and communities. WFP will advocate for women's economic empowerment and girls' education by promoting recognition of women's agency at the community level and women's effective participation and decision making in programme design, implementation and monitoring. The engagement of men and boys in nutrition activities will also be promoted. To ensure the sustainability and community ownership of programmes, communities will be considered as active partners and "first responders" rather than recipients of assistance. This will lead to communities making their own decisions and ensuring their own food and nutrition security using local inputs and capacities.

#### 4. Implementation arrangements

##### 4.1 Beneficiary analysis

79. Targeting of activities under strategic outcome 1 will be based on the admission criteria established in the national guidelines for integrated management of acute malnutrition, using mid-upper-arm circumference to determine nutrition status and eligibility for treatment with specialized nutritious foods. For prevention of malnutrition, data from nutrition surveys and the national demographic and health survey will be used to identify geographic areas with high stunting rates and low proportions of girls and boys aged 6–23 months with minimum acceptable diets. WFP's digital beneficiary and transfer management platform SCOPE will be used to register beneficiaries under both strategic outcomes.

Strategic outcome	Activities	Women and girls*	Boys**	Total
1	Provide nutritious food and raise awareness through social and behaviour change communication for targeted individuals.	54 000	18 000	72 000
	Provide the Government and partners with technical assistance and evidence for enhancing the efficiency of national programmes and safety nets.			
2	Provide the Government and partners with technical expertise for improved targeting, monitoring and programme analysis.			
	Provide the Government and partners with technical expertise for the development of an efficient and effective supply chain management system.			
<b>Total</b>		<b>54 000</b>	<b>18 000</b>	<b>72 000</b>

\* Pregnant and lactating women and girls, adolescent girls and girls aged 6–59 months receiving specialized nutritious foods.

\*\* Boys aged 6–59 months receiving specialized nutritious foods. Actual beneficiary numbers will be collected, analysed and reported by sex and age. Beneficiaries receiving social and behaviour change communication – approximately 250,000 women, men, girls and boys – are not included.

				At school			Out of school		
	10-14	15-19	Total	10-14	15-19	Total	10-14	15-19	Total
<b>Male</b>	80 721	69 839	150 560	70 257	52 888	123 145	10 464	16 951	27 415
<b>Female</b>	75 548	67 033	142 581	66 282	49 955	116 237	9 266	17 078	26 344
			293 141			239 382			53 759

## 5 Transfers

### *Food and cash-based transfers*

80. Cost effectiveness, sustainability and acceptance by communities – ensuring that gender equality issues are taken into account – are key factors in selecting the appropriate transfer modalities to achieve strategic outcomes.
81. Food assistance transfers will help to achieve the outcomes in combination with activities encompassing social and behaviour change communication and nutrition programmes. Over the duration of the CSP, food transfers will gradually be reduced.

Strategic outcome 1		
Activity 1: Provide nutritious food and raise awareness through social and behaviour change communications for targeted individuals.		
Children aged 6-59 months, pregnant and lactating women and girls, and adolescent girls		
	Food: Timor Vita/SuperCereal	Food: Ready-to-use supplementary food
Ration	200	100
Total kcal/day	781	535
% kcal from protein	15.5	10.5
Cash (USD/person/day)		
Number of feeding days	180	60

Food type/cash-based transfer	Total (mt)	Total (USD)
Ready-to-use supplementary food	216.7	666 476
Mixed and blended foods	1 298.5	1 688 037
Cash-based transfers	0	0
<b>Total</b>	<b>1 515.2</b>	<b>2 354 513</b>

### *Capacity strengthening including South-South cooperation*

82. Capacity development and technical assistance will be provided under both strategic outcomes as Timor-Leste moves towards middle-income country status and WFP gradually shifts from direct implementation to working “upstream” by providing assistance and support to the Government and partners. Strong partnerships with government ministries will lead to the development of skills and capabilities that support national ownership and sustainability.

83. WFP will facilitate the exchange of knowledge, skills and expertise through South-South cooperation with the WFP centre of excellence against hunger in Brazil in order to strengthen the capacities of the Government and communities to implement and manage the school meals programmes, including home grown school meal activities that promote local purchases from smallholder farmers and redress economic inequalities between women and men. Partnership opportunities will be explored with the WFP centre of excellence in China in order to support advocacy for food security and nutrition policy, strengthen national capacity development and share experiences of targeting and analysis for food security, poverty reduction and nutrition programmes, and with the new WFP centre of excellence in India for exchanges of learning on improved nutrition outcomes, particularly with regard to reducing micronutrient deficiencies through food fortification.
84. WFP will monitor the process of Timor-Leste's application to join ASEAN and will adapt its emergency preparedness and response systems accordingly.
85. Recognizing Timor-Leste's transition from conflict to peace, and the G7+ effort to spearhead cooperation among fragile states, WFP will facilitate the sharing of experiences in overcoming conflict and fragility. Timor-Leste's development of an SDG road map that establishes a framework for achieving the SDGs in alignment with government plans provides an example of commitment to implementation of the 2030 Agenda for other countries in fragile and conflict-affected situations.

#### 4.3 Supply chain

86. Supply chain networks are well established in WFP operations. The public-private partnership involving Timor Global, the Government and WFP for producing the locally fortified food Timor Vita for pregnant and lactating women and girls and adolescent girls will continue to be developed for expansion into commercial markets and potential expansion into school meals programmes. Supplementary food for girls and boys under 5 will continue to be imported.
87. Efforts to encourage the Government to use fortified foods in its social safety nets and to establish national food reserves will continue, including through advocacy for legislation on food fortification standards.

#### 4.4 Country office capacity and profile

88. WFP will maintain an adequate field presence by embedding country office staff in the subnational offices of the Ministry of Health and in SAMES. WFP will provide specialist technical skills in nutrition while a programme for nationalizing senior positions in the country office through development of the necessary skills and empowerment of staff will be leveraged. Currently national staff head the monitoring and evaluation, information technology, human resources, procurement and logistics functions in the country office.
89. Staff profile will be reviewed and gender parity at all levels and in all functional areas will be promoted, along with competencies relevant to considering and addressing gender issues.

#### 4.5 Partnerships

90. To achieve the goal of improved food security, access to nutritious foods is needed nationwide. This requires partnerships with the private sector to encourage commercial enterprises to use local raw materials and manufacturing to enable local products to compete with imported goods.
91. Based on findings from the SDG 2 strategic review, WFP has positioned itself as a generator of knowledge; through concerted efforts with the Ministry of Health, WFP will explore the possibility of undertaking periodic monitoring of the continuing relevance of these findings and the activities developed in response.
92. The support provided by WFP complements that of FAO, which is closely involved in the subsistence farming elements of work to achieve SDG 2 through its conservation farming programme, support for the prevention of post-harvest losses and the provision of seeds, implemented in collaboration with the Ministry of Agriculture and Fisheries. The close working relationship between WFP and FAO supports the Government's interministerial forum, KONSSANTIL, in setting priorities for achieving the goals of the Zero Hunger Challenge action plan.



93. WFP will leverage the opportunities offered by its membership in the multi-stakeholder Committee on World Food Security in order to strengthen engagement with the private sector to encourage commercial supply chains to reach rural communities with nutritious foods, explore the feasibility of local food fortification, mobilize resources in support of WFP and Government initiatives, and strengthen cooperation and innovation through the establishment of business networks. WFP will collaborate with Committee on World Food Security civil society counterparts, academia and research institutes to support evidence generation for policy processes, the development of social and behaviour change communications and the engagement of men and boys in nutrition activities.
94. Partnerships with local NGOs will continue to support the establishment of and collaboration with community groups such as mother support groups and youth groups in order to enhance understanding of nutrition at the community and household levels. WFP, UNFPA and UN-Women plan to undertake joint programming for adolescent girls. Partnerships on strengthening the engagement of men and boys in nutrition activities will be promoted, and the food security and water, sanitation and hygiene sectors will continue to collaborate and complement one another.
95. Recognizing the vulnerability and isolation of the most food-insecure people, WFP will systematically incorporate consideration of protection issues, gender equality and accountability to affected populations – including the prevention of sexual exploitation and abuse – into all its strategic and operational partnerships.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

96. WFP will develop a gender-responsive monitoring, review and evaluation plan that is aligned with the WFP corporate results framework and that measures performance against the targets of Timor-Leste's Zero Hunger Challenge action plan and WFP's corporate indicators. Outcome and performance indicators will be measured annually in coordination with the Ministry of Health and other partners. COMET, WFP's country office tool for managing effectively, will be used to capture data for standard performance reports and, in line with the New Deal for Engagement in Fragile States, feed them into the Ministry of Health's information system. COMET and MDCA (mobile data collection and analytics) will be used to track key performance indicators and for the planning and management of activities. Data from the field will be collected electronically through monitoring questionnaires, joint assessments and surveys, with data submission in real time. Financial resources for baseline measurement, evaluations and the necessary staff have been included in the budget.
97. Information on outcome, output and process indicators will be collected by women and men staff members of WFP and the Government. Indicators will be disaggregated by sex and age as applicable and by disability status when possible. Performance will be regularly monitored, analysed and published in annual outcome reports and six-monthly monitoring reports. These reports will be complemented by food security and nutrition assessments and monitoring of market prices by the Ministry of Finance. Baseline data for all outcomes will be set within three months of the start of CSP implementation, building on data from pre-existing nutrition interventions when available and on previous monitoring procedures. A decentralized evaluation is planned for early in 2020 to assess the capacity development and augmentation interventions not related to the provision of food assistance that are implemented under activity 2, and a country portfolio evaluation will be conducted towards the end of 2020.
98. Key performance indicators will be identified that reflect the national targets identified in the national food and nutrition security policy and nutrition strategy. Analysis of trends will gauge achievements for comparison with historical trends. The key performance indicators will also track progress in closing the gender gap.
99. Based on WFP's Gender Policy (2015–2020) and aligned with the regional gender implementation strategy, the country office's gender action plan covers all areas and stages of activities, from design to implementation and monitoring, ensuring gender mainstreaming and targeted actions for promoting gender equality and women's empowerment. The country office's

gender result network will be the catalyst for advancing implementation of WFP's gender policy and coordinating a review of work under the gender action plan every six months to assess whether the different needs and interests of women, men, girls and boys, including persons with disabilities, are addressed and equal opportunities created. While all of WFP's workforce has been trained in gender and protection issues, systematic capacity development on gender will be promoted and extended to partners through regular learning opportunities and integration into the "onboarding" of all newly recruited staff and WFP partners.

100. Based on WFP's Humanitarian Protection Policy (2012),<sup>64</sup> an action plan for protection and accountability to affected populations is in place. The plan addresses the differences in awareness of WFP programmes among different gender groups and includes the establishment of an inclusive beneficiary feedback mechanism that takes into account literacy and language challenges.

## 5.2 Risk management

### *Contextual risks*

101. The main contextual risk is that future economic stability is heavily dependent on finding a viable long-term and sustainable alternative to the current oil and gas revenues on which the country depends. The challenge is to manage this risk while maintaining commitment to investing in human resources, an asset that Timor-Leste has in abundance, particularly in its young people.

### *Programmatic risks*

102. The major programmatic risk is a lack of funding. Historically the national budget has been heavily weighted in favour of capital infrastructure rather than social development and human resources. Building on the findings of a successful nutrition seminar held jointly by the national Parliament and WFP, the 2017 national budget shows the first signs of a change in this trend, with funding for nutrition increasing sevenfold in the Ministry of Health's budget. To achieve SDG 2 and related targets in the national strategic development plan for 2011–2030, the national budget's funding for nutrition needs to continue growing, as advocated by donor countries.
103. In parallel with shifts in the national budget, the investments made by donors in the years since independence will need to continue to complement government financing. The opportunities for private sector investment in the nutrition market and commercial agriculture need to be developed further.
104. There is an operational risk with the use of Timor Vita for supplementary feeding of pregnant and lactating women and girls. The reliability of Timor Vita production, in terms of both quality and timeliness, is a risk to operational success. Requests to mitigate this risk by allowing imports of SuperCereal as an alternative product have been unsuccessful as the Government continues to encourage the development of local production, while the quality of local raw materials, particularly with regard to the prevalence of high aflatoxin levels, makes it difficult to comply with WFP's standards for food safety.

### *Institutional risks*

105. Since Timor-Leste's independence, successive governments have adopted a vision for a better, more equitable and hunger-free society, but transforming that vision into action has been a challenge because the staff in ministries and other implementing organizations have limited skills as a result of low levels of education and nutrition rooted in the conflict years. This skills deficit constitutes an institutional risk, and capacity building in ministries is needed to complement other development activities.
106. Timor-Leste is politically stable, having had a successful presidential election in March 2017 following a voluntary change of prime minister in 2015. The Economist Intelligence Unit Democracy Index for 2016<sup>65</sup> ranks Timor-Leste favourably with a score of 7.24, placing it higher than any other ASEAN member state.

<sup>64</sup> WFP/EB.1/2012/5-B/Rev.1.

<sup>65</sup> <https://infographics.economist.com/2017/DemocracyIndex/>

107. WFP's country and field offices and their operating procedures are in compliance with the minimum operating security standards of the United Nations.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	Year 1	Year 2	Year 3
1	5 308 171	4 367 968	3 503 273
2	1 763 801	936 887	692 599
<b>Total</b>	<b>7 271 972</b>	<b>5 504 854</b>	<b>4 195 874</b>

108. The CSP has a budget of USD17 million for its three-year period. Budget allocations reflect a gradual shift from direct service delivery towards increased advocacy and capacity development support, with the objective of handing over supplementary feeding to the Government by 2020. This approach, which entails a progressive decrease of food transfers, aims to ensure sustainability for both strategic outcomes.
109. Strategic outcome 1 includes addressing malnutrition during the first 1,000 days following conception by combining supplementary feeding to reduce stunting in boys and girls under 2 with increased efforts in behaviour change, awareness raising on nutrition and access to locally available nutritious food. The phase-out of food transfers to pregnant and lactating women is planned for 2020. At a total cost of USD 13.6 million, this outcome accounts for 80 percent of the budget.
110. Strategic outcome 2 focuses on capacity development at the central and local levels of government for improved service delivery. Activities under this outcome will support governance systems in coordinating and implementing multi-sector response plans effectively.
111. The resources allocated to gender mainstreaming and actions that promote gender equality and the empowerment of women for both strategic outcomes account for more than 15 percent of the total budget.
112. As the strategic outcomes are interlinked and have complementary activities, there will be clear division of responsibilities to avoid duplication of efforts and ensure that the funds spent contribute to the achievement of outputs and outcomes and that assistance is provided in ways that make efficient use of available resources and facilitate accountability.

### 6.2 Resourcing outlook

113. The CSP is expected to be funded mainly by traditional government donors, the national budget and, to some extent, the private sector. Between 2012 and 2016, WFP received an average of USD 3 million per year for its activities in Timor-Leste. Contributions have remained stable because of multi-year funding from the European Union and the Korea International Cooperation Agency. Based on donors' interest in supporting the country's transition towards middle-income country status, WFP is optimistic that it will maintain similar funding levels until 2020, but with a broader donor base than in previous years.
114. It is expected that strategic outcome 1 will receive multi-year funding sufficient for the duration of the CSP. Based on confirmed contributions and favourable indications from donors for the short term, strategic outcome 2 will be 78 percent funded.

### 6.3 Resource mobilization strategy

115. The resource mobilization and communication strategies that have been developed highlight WFP's new strategic direction and the support that it can provide for Timor-Leste's efforts to graduate to middle-income country status and achieve national targets for SDGs 2 and 17 while also contributing to attainment of SDGs 1, 3, 4, 5 and 13.

116. Consistent with its new strategic direction, WFP will adopt a dual approach: it will engage increasingly in policy support, community empowerment, capacity development and knowledge generation to ensure the sustainability of interventions and facilitate hand-over while at the same time continuing to provide food assistance through in-kind or – possibly – cash-based transfers until the Government is ready to take over.
117. WFP will maintain its engagement with donor countries in Timor-Leste and in their respective capitals, providing regular communications on results, accountability and transparency. WFP has also recently engaged donors from the private sector and has received positive indications of future support.

## ANNEX I

## LOGICAL FRAMEWORK FOR TIMOR-LESTE COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2020)

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition (SDG target 2.1)

Strategic outcome 1: Children under five, pregnant and lactating women, and adolescent girls in Timor-Leste have improved nutrition towards national targets by 2025

Outcome Category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus Area: root causes

Assumptions:

MoH is committed to allocate nutrition supplies in its budget for addressing wasting and stunting and gradually take over the procurement of Timor Vita/SuperCereal.

MoH is committed to scale up the implementation of the national protocol for Integrated Management of Acute Malnutrition (IMAM).

Government and local partners are committed to implement the national guidelines for Mother Support Groups.

Outcome indicators:

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Minimum Dietary Diversity – Women

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programmes (coverage)

Zero Hunger Capacity Scorecard

**Activities and outputs:**

**Provide nutritious food and raise awareness through SBCC to targeted individuals (NPA: Malnutrition prevention activities)**

Targeted individuals receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. (A: Resources transferred)

Targeted individuals receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. (B: Nutritious foods provided)

Targeted individuals receive nutritious food and gender-sensitive nutrition education in order to improve their nutrition status, dietary diversity and empowerment. (E: Advocacy and education provided)

**Provide technical assistance and evidence, for enhancing efficiency of national programmes and safety nets, to Government and partners (CSI: Institutional capacity strengthening activities)**

Vulnerable populations benefit from strengthened Government capacity to implement national nutrition programmes, grounded in gender equality, in order to improve nutritional status. (C: Capacity development and technical support provided)

**Strategic Goal 2: Partner to support implementation of the SDGs**

**Strategic Objective 4: Support SDG implementation**

**Strategic Result 5: Countries have strengthened capacity to implement the SDGs (SDG target 17.9)**

**Strategic outcome 2: National and subnational government institutions have increased capacity sustainably to deliver food-, nutrition- and supply chain related services by 2020**

Outcome Category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

**Assumptions:**

Institutional context is conducive for enabling discussions on policies and regulatory framework for monitoring and programme analysis in the Ministry of Education (MoE) and Ministry of Social Solidarity (MSS), and supply chain in the Ministry of Health (MoH) and Ministry of Social Solidarity (MSS).

**Outcome indicators:**

Zero Hunger Capacity Scorecard

**Activities and outputs:**

**Provide technical expertise for improved targeting, monitoring and programme analysis to Government and partners (CSI: Institutional capacity strengthening activities)**

Vulnerable groups benefit from government programmes that are informed by quality disaggregated data and analysis supported by increased central and local government capacity to manage supply chains thus ensuring access to food and medical supplies. (C: Capacity development and technical support provided)

**Provide technical expertise for the development of an efficient and effective supply chain management system to Government. (CSI: Institutional capacity strengthening activities)**

Vulnerable groups benefit from government programmes that are informed by quality disaggregated data and analysis supported by increased central and local government capacity to manage supply chains thus ensuring access to food and medical supplies. (C: Capacity development and technical support provided)

**Strategic Goal 1: Support countries to achieve zero hunger**

**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences:**

**Cross-cutting indicators:**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity:**

**Cross-cutting indicators:**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

**C.3. Improved gender equality and women's empowerment among WFP-assisted population:**

**Cross-cutting indicators:**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment:**

**Cross-cutting indicators:**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

**ANNEX II**

<b>INDICATIVE COST BREAKDOWN (USD)</b>			
	<b>Strategic Result 1, SDG target 2.1</b>	<b>Strategic Result 5, SDG target 17.9</b>	<b>Total</b>
	<b>Strategic outcome 1</b>	<b>Strategic outcome 2</b>	
	<b>Root causes</b>	<b>Resilience building</b>	
<b>Transfer</b>	9 967 668	2 506 795	<b>12 474 462</b>
<b>Implementation</b>	879 331	235 757	<b>1 115 088</b>
<b>Adjusted direct support costs</b>	1 903 624	443 521	<b>2 347 158</b>
<b>Subtotal</b>	12 750 623	3 186 185	<b>15 936 808</b>
<b>Indirect support costs (6.5 percent)</b>	828 791	207 102	<b>1 035 893</b>
<b>Total</b>	<b>13 579 414</b>	<b>3 393 287</b>	<b>16 972 701</b>

**Acronyms used in the document**

ASEAN	Association of Southeast Asian Nations
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
KONSSANTIL	National Council for Food Security, Sovereignty and Nutrition in Timor-Leste
NGO	non-governmental organizations
SAMES	central pharmacy ( <i>Serviço Autónomo de Medicamentos e Equipamentos de Saúde</i> )
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WHO	World Health Organization

**Annex 10:** Evaluability Assessment of Country Strategic Plan (CSP) Outcome Indicators

Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment					
Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
<p><b>Strategic Result 2:</b> No one suffers from malnutrition</p>	<p><b>Strategic Outcome 01:</b> Children under five, pregnant and lactating women, and adolescent girls in Timor-Leste have improved nutrition towards national targets by 2025</p>	<p><b>Outcome Indicator:</b> Moderate Acute Malnutrition Treatment Default rate</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium: Default rate: The number of individuals in a Moderate Acute Malnutrition treatment programme that have not attended for a defined period (e.g., 2 or more consecutive sessions), divided by the total number of discharged individuals (i.e., cured, death, defaulter, non-responders and transfers) in a period (usually 1 month).</p>	<p>Methodology is clarified in the compendium</p>	<p>As per compendium, data collection from source: once per month and data compilation for corporate reporting: once per year</p> <p>Not clear if frequency has been systematically followed</p>



**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
		<p><b>Outcome Indicator:</b> Moderate Acute Malnutrition Treatment Mortality rate</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium: Mortality rate: The number of individuals in a Moderate Acute Malnutrition treatment programme that are no longer in the programme because they have died, divided by the total number of discharged individuals (i.e., cured, deaths, defaulters, non-responders and transfers) in a period (usually 1 month).</p>	<p>Methodology is clarified in the compendium</p>	<p>As per compendium, data collection from source: once per month and data compilation for corporate reporting: once per year</p> <p>Not clear if frequency has been systematically followed</p>
		<p><b>Outcome Indicator:</b> Moderate Acute Malnutrition</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium:</p>	<p>Methodology is clarified in the compendium</p>	<p>As per compendium, data collection from source: once per month and data compilation for</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
		Treatment Non-response rate	<p>Non-response rate: The number of individuals in a Moderate Acute Malnutrition treatment programme that did not reach the discharge criteria (i.e., not cured) after a pre-defined length of time in the programme, divided by the total number of discharged individuals (i.e., cured, deaths, defaulters, non-responders and transfers) in a period (usually 1 month). Please note: Moderate Acute Malnutrition Treatment Performance indicators (recovery, defaulter, mortality and non-response), are only</p>		<p>corporate reporting: once per year</p> <p>Not clear if frequency has been systematically followed</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
			used for targeted supplementary feeding programmes. In blanket supplementary feeding programmes, individuals stay in the programme for a pre-defined duration, e.g., 3 or 4 months during the lean season.		
		<b>Outcome Indicator:</b> Moderate Acute Malnutrition Treatment Recovery rate	Yes, detailed definition is provided in the Corporate Results Framework compendium: Recovery rate: The number of individuals in a Moderate Acute Malnutrition treatment programme reaching criteria for discharge (i.e., cured) divided by the total number of	Methodology is clarified in the compendium	As per compendium, data collection from source: once per month and data compilation for corporate reporting: once per year  Not clear if frequency has been systematically followed

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
			discharged individuals, (i.e. cured, deaths, defaulters, non-responders, and transfers in a set period (usually 1 month)). This applies for adults on anti-retroviral therapy (ART), preventing mother-to-child transmission (PMTCT) and/or HIV and tuberculosis (TB) treatment.		
		<b>Outcome Indicator:</b> Proportion of eligible population that participates in programme (coverage)	Yes - this relates to coverage	It is included in the compendium, but the methodology is not clarified; need to check if beneficiary counting guidance exists	Not clear if frequency has been systematically followed

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
		<p><b>Outcome Indicator:</b> Minimum Dietary Diversity – Women</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium: Percentage of women of reproductive age (15 – 49) who reached minimum diet diversity. Minimum diet diversity is defined as consumption of 5 or more food groups out of 10 in the last 24 hours.</p>	<p>Methodology is clarified in the compendium</p> <p># of women of reproductive age who reached minimum diet diversity/Total # of women of reproductive age</p>	<p>Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively</p> <p>Data must be collected twice in first year (baseline and follow up).</p> <p>Each following year, data is only required once for annual reporting. In this case, the previous year's final measurement will act as the baseline.</p> <p>It is highly recommended to undertake MDD-W across each season during the first year. It provides a fuller understanding</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
					<p>of seasonal patterns and it provides an important baseline, if repeat measurements occur in different seasons.</p> <p>Not clear if frequency has been systematically followed</p>
		<p><b>Outcome Indicator:</b> Proportion of children (aged 6-23 months) who consumed a minimum acceptable diet</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium: The MAD is a summary indicator for infant and young child feeding (IYCF) practices among children 6 – 23 months. A child is classified as consuming a Minimum Acceptable Diet if s/he meet both (1) the minimum diet diversity AND (2) the minimum meal frequency.</p>	<p>Methodology is clarified in the compendium with link to the Post-Distribution Monitoring Module for Minimum Acceptable Diet</p>	<p>Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in COMET</p> <p>Data must be collected twice in first year (baseline and follow up value). Each following year, data is only required once for annual reporting. In this case, the previous year's final measurement will act as the baseline.</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
					Not clear if frequency has been systematically followed
		<p><b>Outcome Indicator:</b> Zero Hunger Capacity Scorecard</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium: All Country Capacity Strengthening (CCS) outcome indicators are qualitative narratives of the national stakeholder capacities relating to the specific pathway of engagement, as described by the Country Capacity Strengthening (CCS) framework (e.g., Policies and legislation; Institutional accountability and effectiveness; Strategic Planning and Finance;</p>	<p>Methodology is clarified in the compendium</p> <p>A generic CNM template is available as part of the CCS Toolkit; versions customized to specific thematic areas (high-level) are under development. These may be further contextualized as needed in-country to be most relevant to the specific institution and/or focus area that WFP has been requested to support</p>	<p>Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively</p> <p>Data must be collected twice in first</p> <p>It is recommended that the Capacity Needs Mapping (CNM) be carried out at Year 0 (prior to intervention or as close to intervention commencement as possible) and the e Country Capacity Strengthening (CCS) Outcome Indicators established.</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
			Stakeholder programme design, delivery and M&E; Engagement and participation of community, civil society and private sector).		Updating the Capacity Needs Mapping (CNM) can be done on an annual basis easily, thus updating the indicator narratives, but in all cases, these will require stakeholder validation.  Not clear if frequency has been systematically followed
<b>Strategic Result 5:</b> Countries have strengthened capacity to implement the SDGs	<b>Strategic Outcome 02:</b> National and sub-national Government institutions have increased capacity to sustainably deliver food, nutrition and supply chain related	<b>Outcome Indicator:</b> Zero Hunger Capacity Scorecard	Yes, detailed definition is provided in the Corporate Results Framework compendium: All Country Capacity Strengthening (CCS) outcome indicators are qualitative narratives of the national stakeholder capacities relating to the specific pathway of engagement, as	Methodology is clarified in the compendium  A generic Capacity Needs Mapping (CNM) template is available as part of the Country Capacity Strengthening (CCS) Toolkit; versions customized to specific thematic areas (high-level) are under development. These may be further contextualized as needed in-	Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively  It is recommended that the CNM be carried out at Year 0



**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
	services by 2020		described by the Country Capacity Strengthening (CCS) framework (e.g., Policies and legislation; Institutional accountability and effectiveness; Strategic Planning and Finance; Stakeholder programme design, delivery and M&E; Engagement and participation of community, civil society and private sector).	country so as to be most relevant to the specific institution and/or focus area that WFP has been requested to support	(prior to intervention or as close to intervention commencement as possible) and the CCS Outcome Indicators established. Updating the CNM can be done on an annual basis easily, thus updating the indicator narratives, but in all cases, these will require stakeholder validation.  Not clear if frequency has been systematically followed
<b>Cross-cutting results</b> Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects	<b>Cross-cutting</b>	<b>Outcome Indicator:</b> Cross-cutting Indicator: Proportion of assisted people informed about the programme (who is included, what	Yes, detailed definition is provided in the Corporate Results Framework compendium: Assisted people (beneficiaries): Women, men, girls and boys receiving food assistance from WFP. This can refer	Methodology is clarified in the compendium	Reported in the 2018 Annual Country Report (ACR), need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
their views and preferences		people will receive, (length of assistance)	to any individual receiving assistance. Proportion: The relative size of a specific group compared to the total sample size. Yes - Proportion of assisted people informed: The proportion of assisted people who can demonstrate that they have been given information about WFP and its assistance. This information can be obtained through a variety of sources such as radio broadcasts, newsletters, noticeboards and community gatherings and mobilizers. The source of information should be captured whenever		For all CSPs lasting at least five years, monitoring should take place at the beginning of the project and then annually (or biannually, where feasible). For interim CSPs, two rounds of data should be collected – one at the start and one at the end of the interim CSP. Activities lasting 1 year or less: Once (end of activity). Activities of more than 1 year: Twice per year. Once a baseline value is established at the beginning of the activity (no later than three months after start up), monitoring should be conducted at least twice per year. For CSP activities with less than one-year duration, two rounds of data should be collected – one at the start (baseline) and one at the end.

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
			<p>possible to assist in improving communications with assisted people.</p> <p>About the programme (who is included, what people will receive, length of assistance). Although these elements are specifically measured by the indicator, the information provided to assisted people should not be limited to these areas.</p> <p>Who is included: Assisted individuals demonstrate that they understand the eligibility criteria for receiving WFP assistance.</p> <p>What people will receive: Assisted individuals demonstrate that they are aware of their</p>		<p>Not clear if frequency has been systematically followed</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
			<p>entitlements and can determine that they received the appropriate assistance. Length of assistance: assisted individuals demonstrate that they are aware of the duration of the program, hence they know when the program will end and the food assistance will be discontinued.</p>		
		<p><b>Cross-cutting Indicator:</b> Proportion of project activities for which beneficiary feedback is documented, analyzed and integrated into</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium: Beneficiaries: For the purpose of this indicator, feedback from representatives of all groups within the area were WFP operates or is</p>	<p>Methodology is clarified in the compendium</p>	<p>Reported in the 2018 Annual Country Report (ACR), need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
		programme improvements	<p>planning to implement programmes should be considered. This must include feedback from both beneficiaries and non-beneficiaries. Special attention should be paid to groups that may be less visible or marginalized, including persons with disabilities. Feedback: Feedback includes any positive or negative statement of opinion about WFP's current or planned programmes that are shared for information or action. This includes suggestions for adjustments to programme design or programme implementation, as well</p>		<p>The documentation, analysis and integration into programme of beneficiary feedback should be recorded on ongoing basis as feedback is received and addressed throughout the duration of the activity. Data for the calculation of the indicator should be collected and analyzed as part of the SPR process with the following frequency:</p> <ul style="list-style-type: none"> <li>- For all CSPs and interim CSPs, monitoring should take place annually.</li> <li>- Activities lasting 1 year or more, monitoring should take place annually.</li> <li>- Activities of less than 1 year, monitoring should take place once at the end of the activity.</li> </ul> <p>Not clear if frequency has been systematically followed</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
			<p>as specific complaints regarding standards of service, modalities of implementation, or negative impacts caused by the programme. This information can be obtained through a variety of sources. Consultations and complaints and feedback mechanisms are the two main avenues through which WFP receives feedback from beneficiaries, but other sources, such as monitoring, can also be used.</p> <p>Proportion: The relative size of a specific group compared to the total sample size.</p>		

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
		<p><b>Cross-cutting Indicator:</b> Proportion of targeted people accessing assistance without protection challenges</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium. Targeted people: The women, men, girls, and boys who are targeted to receive assistance from WFP. This includes all individuals receiving assistance and those who are entitled to receive but are not receiving due to any type of challenge—even household members that are not entitlement holders or heads of household, as long as the protection challenge occurs in the framework of their</p>	<p>Methodology is clarified in the compendium</p>	<p>Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively For all CSPs lasting at least five years, monitoring should take place at the beginning of the project and then annually (or biannually, where feasible). For interim CSPs, two rounds of data should be collected – one at the start and one at the end of the interim CSP. The guidance provided above outlines the minimum requirements for monitoring crosscutting indicators. However, because of the</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
			inclusion in WFP food assistance programs.		potential implications for beneficiaries' safety and access to WFP assistance, it is recommended that questions related to monitoring protection challenges be integrated into every Post Distribution Monitoring (PDM). Not clear if frequency has been systematically followed
		<b>Cross-cutting Indicator:</b> Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	Yes, detailed definition is provided in the Corporate Results Framework compendium. Proportion: the quantitative share of households (%) Decisions on the use of: the choices made as to how a household will utilize the received food, cash and/or voucher(s); how the cash will be	Methodology is clarified in the compendium	Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively  Once a baseline is established at first follow-up, monitoring should be undertaken in accordance with the CSP



**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
			<p>used, what will be redeemed with the vouchers and whether food will be consumed, sold or exchanged (and by who)</p> <p>Food / Cash / Vouchers: household entitlements (not individual rations) provided by WFP</p> <p>Transfer modality: food, cash, voucher</p>		<p>monitoring strategy. For CSPs, data should be collected at least twice per year. For activities such as sudden onset emergencies or those lasting less than one year, consider collecting data at the start, and at the end.</p> <p>Not clear if frequency has been systematically followed</p>
		<p><b>Cross-cutting Indicator:</b> Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by</p>	<p>Yes, detailed definition is provided in the Corporate Results Framework compendium.</p> <p>Transfer: food, cash, voucher or no transfer/compensation</p> <p>Participants: women and men (and for some interventions, girls and</p>	<p>Methodology is clarified in the compendium</p> <p>Partner Distribution report;</p> <p>Post-distribution monitoring.</p>	<p>Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively</p>

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

Strategic Result	CSP Strategic Outcome	CSP Strategic Outcome Indicators	Conceptually Clear	Established Method of computation	Data regularly produced
		sex and type of activity	boys) who physically participate in a WFP activity (e.g. FFA participants) or who contribute their skills, knowledge and/or labor to supporting implementation of a WFP activity (e.g. caretakers, cooks) Activity: any WFP intervention, implemented directly or with/through a partner, that involves a series of actions undertaken to achieve an outcome (or outcomes) Sex: female, male		Participation records should be established at the start of a WFP activity and updated as individual 'beneficiary' women and men join and leave the activity. Data compilation for corporate reporting: at least once per year.  Not clear if frequency has been systematically followed
		<b>Cross-cutting Indicator:</b> Proportion of activities for which	Yes, detailed definition is provided in the Corporate Results Framework compendium.	Methodology is clarified in the compendium	Not included in the 2018 Annual Country Report (ACR) but included in the CSP log frame, need to check if data are

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
		environmental risks have been screened and, as required, mitigation actions identified		The Environmental screening and classification template will be the data collection tool. [link to be inserted in February 2018] In some cases, where the government of the host country has its own screening process in place, governmental screening tools will be used for data collection.	monitored and tracked in the COMET system - Country Office Tool for Managing (programme operations) Effectively  For asset creation activities, screening templates are to be completed during asset creation planning stage (i.e. the Community-based Participatory Planning - CBPP for Food Assistance for Assets - FFA). One screening template covers one Community-based plan (i.e. all the assets identified during Community-based Participatory Planning (CBPP) that will be created/rehabilitated over a certain period). Data for indicator C.4.1 is calculated once a year, towards the end of the year

**Country Strategic Plan (CSP) Outcome Indicators' Evaluability Assessment**

<b>Strategic Result</b>	<b>CSP Strategic Outcome</b>	<b>CSP Strategic Outcome Indicators</b>	<b>Conceptually Clear</b>	<b>Established Method of computation</b>	<b>Data regularly produced</b>
					Not clear if frequency has been systematically followed

## Annex 11: E-Library

	<b>Folder name / File name</b>	<b>Author</b>	<b>Date</b>
	<b>1. EVALUATION PROCESS</b>		
	<b>Timeline &amp; TOR</b>	OEV	2019
	<b>2. 2 - WFP OPERATIONS TIMOR LESTE</b>		
	<b>2.1 – Operations and Country Strategic Plan in Timor-Leste</b>		
	Project Documents, budget revisions, Annual Country Report/Standard Project Reports of: DEV 200770/ IR-EMOP 201017 / CSP TL01, Line of Sight, COMP	WFP	2015-2020
	<b>2.2 - VAM &amp; Assessments</b>		
	Joint Rapid Agriculture Assessment on the delayed impact of the El Nino	Multi agencies	2017
	Macro financial assessment	WFP	2018
	Symposium Report on Social and Behaviour Change Communication for Better Nutrition and HealthWFP/MOH in Timor-Leste 20	WFP/MOH	2019
	The 72-hour Assessment Approach A guide for vulnerability and spatial analysis in sudden-onset disasters, June	WFP	2018
	<b>2.3 - Country briefs, factsheets, dashboards, SIT REPs</b>		
	Timor-Leste Country Briefs	WFP	2019
	Executive operational Briefs	WFP	2016
	<b>2.4 - Evaluations, Reviews, Audits</b>		
	Timor-Leste Zero Hunger Strategic Review	Multi agencies	2017
	End-Term Evaluation of treatment of Moderate Acute Malnutrition	WFP	2018
	Evaluation of the European Union's Co-operation with Timor-Leste 2015	EU	2015
	Evaluation of WFP Timor-Leste PRRO 10388.1 Assistance to Vulnerable Populations 2010	WFP	2010
	Final Timor-Leste UNDAF 2015-2020 Evaluation Report	UNDAF	2019
	Joint Programme Evaluation Promoting sustainable food security and nutrition security in TL	Multi agencies	2012
	Malnutrition in Timor-Leste A review of the burden, drivers, and potential response	Multi agencies	
	CPE Timor-Leste: An evaluation of WFP's Portfolio (2008 - 2012) Evaluation	WFP	2012
	Adolescent Nutrition in Timor-Leste A Formative Research Study	Multi agencies	2019
	<b>2.5 Press Releases</b>		
	Government launches Roadmap for Implementation of 2030 Agenda	Gov	2018

	Meeting of the Council of Ministers of June 26, 2019	Gov	2018
	<b>2.6 Maps</b>		
	Timor-Leste - Bobonaro, Health Facilities, January-June 2015	WFP	2015
	Timor-Leste, Map from Country Brief 2019	WFP	2019
	Timor-Leste, Operational Map, June 2015	WFP	2015
	Timor-Leste, Prevalence of Global Acute Malnutrition for Children Under 5 (Wasting), June 2015	WFP	2015
	<b>2.7 Datasets</b>		
	Funding	WFP	2015-2017
	HR Staffing	WFP	2019
	Rural and urban population_FAO stats	FAO	2017
	<b>3 - WFP POLICIES &amp; DOCS</b>		
	<b>3.1 WFP Strategic Plan (2014-2017) and related docs</b>		
	2013 Strategic Plan (2014-2017)	WFP	2013
	2013 Strategic Results Framework (2014-2017)	WFP	2013
	2013 Strategic Results Framework (2014-2017) Indicator Compendium	WFP	2013
	2014 Management Results Framework (2014-2017)	WFP	2014
	2012 Fit for Purpose Organizational Design	WFP	2012
	2016 Evaluability Assessment of SP 2014-2017	WFP	2016
	<b>3.2 WFP Strategic Plan 2017-2021 (IRM) and related docs</b>		
	2016 Strategic Plan 2017-2021	WFP	2016
	2016 Policy on Country Strategic Plans	WFP	2016
	2016 Financial Framework Review	WFP	2016
	2016 Corporate Results Framework 2017-2021	WFP	2016
	2018 Corporate Results Framework Indicator Compendium	WFP	2018
	2019 Corporate Results Framework Indicator Compendium	WFP	2019
	WFP Zero Hunger Advocacy Framework	WFP	2015-2016
	IRM briefs and summaries	WFP	2016-17
	CSP Guidance	WFP	2016
	Examples of other CSPs	WFP	2018-22
	<b>3.3 WFP Management Plans</b>		
	Management Plans 2015- 2018	WFP	2015-2018
	<b>3.4 Annual Performance Reports</b>		
	Annual Performance Reports 2015- 2018	WFP	2015-2018
	<b>3.6 Monitoring systems and guidance</b>		
	COMET (Beneficiary counting; Design Modules - log frames design & results; Integrated Road Map	WFP	2016

	Notes and PPT; COMET Map and integration with other systems)		
	Third Party Monitoring Guidelines	WFP	2014/2017
	SOPs for ME Final	WFP	2013
	Beneficiaries, Targeting and Distribution Guidance	WFP	2005/2012
	Counting Beneficiaries in WFP	WFP	2012
	Monitoring and Evaluation Guidance	WFP	2018
	Corporate Monitoring Strategy 2015-2017 & 2017-2021	WFP	2015-2021
	Minimum Monitoring Requirements	WFP	2016
	<b>3.7 Nutrition</b>		
	Nutrition Policy and Implementation Updates	WFP	2012 & 2017
	Nutrition Guidance	WFP	2012 & 2017
	Nutrition Monitoring and Evaluation Guidance	WFP	2017
	Evaluation of Nutrition Policy and Management Response	WFP	2014
	<b>3.8 Country Capacity Strengthening (CCS)</b>		
	Capacity Development Policy - An Update on Implementation	WFP	2009
	Guidance on Capacity Strengthening of Civil Society	WFP	2017
	Guidelines on Technical Assistance and Capacity Development	WFP	2015
	National Capacity Index (NCI)	WFP	2014
	Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
	<b>3.9 VAM Monitoring Assessments</b>		
	Comprehensive Food Security & Vulnerability Analysis (CFSVA) Guidelines	WFP	2009
	Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision Making	WFP	2011
	VAM factsheet	WFP	2018
	VAM Presentation FS Assessment Team	WFP	2016
	<b>3.10. Access &amp; Principles</b>		
	WFP Humanitarian Principles	WFP	2004
	Policy on Humanitarian Access	WFP	2006
	Humanitarian Access - Operational Guidance Manual	WFP	2017
	<b>3.11 Emergencies and Transition</b>		
	2013 Peace building & transition setting policy.pdf	WFP	2013
	2015 WFP OSZ Emergency and Transition Programming Framework	WFP	2015
	Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016

	2017 WFP Emergency Preparedness Policy	WFP	2017
	<b>3.12 Protection &amp; AAP</b>		
	WFP Humanitarian Protection policy & update		2012 & 2014
	Protection Guidance	WFP	2013-2016
	AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
	2015 Guide to Personal Data Protection and Privacy	WFP	2015
	Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
	<b>3.13 Gender</b>		
	Gender policy & Update	WFP	2015 & 2017
	Gender Transformation Programme	WFP	2017
	<b>3.14 Anti-fraud and anti-corruption</b>		
	Anti-fraud and anti-corruption Policies	WFP	2015
	<b>3.15 Cash &amp; Voucher</b>		
	Cash & voucher Policy & update	WFP	2008 & 2011
	Cash and Food Transfers - A Primer	WFP	2007
	Cash and voucher policy evaluation	WFP	2014
	WFP C&V Manual	WFP	2009 & 2014
	<b>3.16 Partnerships</b>		
	How to Work with WFP Handbook	WFP	2005
	Field Level Agreements templates	WFP	2018
	Partnerships Yearly Key facts and figures	WFP	2010-2015
	WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
	Partnership - Tools and Guidelines Booklet	WFP	2015
	<b>3.17 Risk Management</b>		
	Corporate Risk register - Circular & Summary	WFP	2012/2016
	Risk management definitions	WFP	2015
	Risk appetite statement	WFP	2016
	Global Risk Profile report	WFP	2016
	Crisis management - Circular	WFP	2016
	<b>3.18 Security</b>		
	Guidelines for Security Reporting	WFP	2011
	Security Risk Management (SRM) Manual	WFP	2015
	Report - WFP Field Security	WFP	2016-2017
	<b>3.19 Resilience &amp; Safety Net</b>		
	Social Net Policy	WFP	2012
	Building Resilience for Food Security & Nutrition	WFP	2015
	<b>4. External Documents</b>		



	<b>4.1. – UN Agencies</b>		
	2014 National survey of non-communicable disease risk factors and injuries	WHO	2014
	2016 Human Development Report	UNDP	2016
	2017 State of the World's Children 2017 Statistical Tables	UNICEF	2017
	2018 Human Development Report	UNDP	2018
	Consolidated Livelihood Exercise for Analysing Resilience	Multi agencies	
	FAO 2015–2016 El Niño early action response for agriculture food security and nutrition 2016	FAO	2016
	Food and Nutrition Survey 2013 UNICEF	UNICEF	2013
	GIEWS Country Brief Timor-Leste 14 December FAO 2016	FAO	2016
	Improving food security by reducing food losses FAO 2019	FAO	2019
	National human dev report 2018	UNDP	2018
	Timor-Leste Country Profile 2017	OCHA	2017
	Timor-Leste Data WB indicators as of 19 June 2019	WB	2019
	UNDP Timor-Leste SDP Roadmap 2017	UNDP	2017
	UNFPA Timor-Leste country nutrition profile	UNFPA	2017
	United Nations Handbook 2016-2017	UN	2018
	Women farmers in Timor-Leste Bridging the productivity gap 2018	UN WOMEN and World Bank	2018
	Women Farmers in Timor-Leste Bridging the agriculture productivity 2018	UN WOMEN and World Bank	
	<b>4.2- National Strategies and policies</b>		
	2014 Poverty in Timor-Leste	World Bank and Ministry of Finance_	2014
	2016 Demographic and Health Survey 2016	MOH	2016
	Annual Report La'o Hamutuk 2018	Gov	2018
	Demographic and Health Survey 2010 Ministry of Finance and ICF Macro	Ministry of Finance and ICF Macro	2010
	Evidence and Standards for Better Food Security and Nutrition Decisions MAF 2018	MAF	2018
	National Food and Nutrition Security Policy 2013	Timor-Leste Institute for Development Monitoring and Analysis	2013
	National Food and Nutrition Security Policy 2017	Gov	2017
	Report on the Implementation of the SDGs Government of TL 2019	Gov	2019
	Timor-Leste Government El Nino Situation Report 2015	Gov	2015
	Timor-Leste Strategic Plan of the National Health Sector (2011-2030)	MOH	
	Timor-Leste Population and Housing Census 2015	Ministry of Finance	2015

	TL 2014-2019 National Nutrition Strategy	MOH	2014
	<b>4.3 - Others</b>		
	A Gender-Sensitive Insight of Poverty WB 2019	WB	2019
	Disaster Mgmt.-reference Handbook Timor Leste_2016	Gov	2016
	Economic impacts of climate change and climate change adaptation	IFPRI	2016
	Empowerment of Women TL 2018	Multi agencies	2018
	Gender & Sustainable Development in Timor-Leste 2015	Multi agencies	2015
	Gender, Headship, and the Life Cycle IFPRI 2017	IFPRI	2017
	Implementation Completion and Results Report Community Driven Nutrition Improvement WB 2019	WB	2019
	Measuring Undernutrition Among Young Children in Timor-Leste Monash University 2016.	Monash University	2016
	Timor-Leste Gender Assessment ADB, Government of Timor-Leste and UN-Women 2017	ADB, Government of Timor-Leste and UN-Women	2017
	Timor-Leste Links between Peacebuilding Conflict Prevention and Durable Solutions to Displacement September 2014	The Asia Foundation	2014
	Timor-Leste Poverty and Equity Brief WB 2019	WB	2019
	Timor-Leste Poverty Making Agriculture Work for the Poor WB 2019	WB	2019
	Timor-Leste Economic Report Moving Beyond Uncertainty WB 2019	WB	2019
	TL Country diagnostic - infographic	WB	
	Timor-Leste Systematic Country Diagnostic Pathways For A New Economy And Sustainable Livelihood	WB	
	TL Regaining momentum WB	WB	
	United Nations Development Assistance Framework 2015-2019 Timor-Leste	UNDAF	2015

## Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
APR	Annual Performance Report
CO	Country Office
CONSSAN-TL	Conselho Nacional de Segurança e Soberania Alimentar e Nutricional de Timor-Leste
CP	Country Programme
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DEV	Development Project
EB	Executive Board
EMOP	Emergency Operation
EQAS	Evaluation quality assurance system
ER	Evaluation Report
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEEW	Gender equality and the empowerment of women
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IR	Inception Report
KONSSANTIL	Council for Food Sovereignty and Security
M&E	Monitoring & Evaluation
MAM	Moderate Acute Malnutrition
MCHN	Mother and Child Health and Nutrition
MDGs	Millennium Development Goals
MoH	Ministry of Health
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
PLW	Pregnant and lactating women
RB	Regional Bureau
RBB	Regional Bureau of Bangkok
REO	Regional Evaluation Officer
SAM	Severe acute malnutrition
SDG	Sustainable Development Goal
SDP	Strategic Development Plan
SER	Summary Evaluation Report
SPR	Standard Project Report

TL	Team Leader
TLHIES	Timor-Leste Household Income and Expenditure Survey
TOR	Terms of Reference
TSFP	Targeted Supplementary Feeding Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN CERF	United Nations Central Emergency Response Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
UNPDF	United Nations Partnership for Development Framework
VAM	Vulnerability Assessment and Mapping
WFP	World Food Programme
WHO	World Health Organization